

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

A University at the Forefront of the Times

-Aiming at the Pinnacle of Global Knowledge-



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

To date we have held sixteen meetings to review and discuss the Action Plan with academic staff and administrative staff, and have received many opinions and suggestions from the participants in those meetings. Through such enthusiastic opinion exchanges, I felt encouraged to see we have laid a firm foundation for our efforts at establishing goals to build our university into what it should be and at devising strategies for accomplishing those goals in the form of an action plan. Moreover, I believe that our publication of The University of Tokyo Action Plan Guidebook 2008 allowed us to broadly communicate to the outside world the appealing image of a university that seeks to transform itself in tune with the new era.

We have already achieved more than eight percent of the items mentioned in the Action Plan, and thus the University of Tokyo of the future—which will be “aiming at the pinnacle of global knowledge”—is coming into sight. I have repeatedly said, “The university of the future could not be seen under the given circumstances set prior to the incorporation of national universities. Yet if we have dreams and continue to strive towards our ideal university while boldly communicating our intentions to society, we will be able to transform the environmental conditions surrounding this university in a favorable direction.” I keep sensing that, during the past three years, the financial and regulatory conditions, along with the mindsets of the people engaged in the realization of our goals have been steadily changing.

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

- Improve the curricula of Master's programs and promote their structuring
- Fundamentally improve the success rate of students in earning doctorates and enhance doctoral course education
- Increase inter-university mobility of graduate students
- Support postdoctoral career development
- Create the educational platforms for new interdisciplinary and transdisciplinary domains of scholarship
 - Establish new undergraduate school departments and create educational programs between undergraduate schools
 - Establish new graduate school departments and create educational programs between graduate schools
- Ensure student quality: stricter standards for grades, graduation and degree conferral; give awards to students demonstrating superior academic performance
- Consider an introduction of university-wide management policy for the prescribed number of students, which has traditionally been conducted by each faculty and graduate school
- Regularly implement the University of Tokyo Entrepreneur Program to train students and researchers hoping to establish start-up businesses; enhance its quality as an entrepreneurial education program

I-7 Recruiting and Educating Students Appropriate for the University of Tokyo as a Global Institution

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

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| <p>I R</p> <ul style="list-style-type: none">' Create and apply new knowledge with autonomous, decentralized yet cooperative systems' Present solutions and options to resolve important issues faced by global society' Reinforce future plans continuously' Support graduate students and young researchers' Return research achievements to society |
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II-1 Support of Autonomous and Self-Directed Research

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

II-2 University-wide Challenge of Innovative Research Led by the Office of the President

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

II-3 Review of Recently Implemented Initiatives, and Revision of Future Plans

- Further enhancement of postgraduate education, information research education

system, Kashiwa Campus, and the Komaba campus

II-4 Support for Young Researchers Using University of Tokyo Funds

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

II-5 Upgrading core academic functions Affiliated Institutes and Research Centers

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

II-6 Establishing a New University Model through Exchanges and Linkages

- Establish the Policy Vision Research Center (tentative name) with advanced policy-making functions, and consider making policy proposals for the purpose of contributing to future society and the international community
- Establish the Advanced Institute (tentative name) for the Humanities and Social Sciences as an academic base to study ideal relationship between human being and society with a long-term and multifaceted perspective outside the existing systems and academic frameworks

II-7 Making the research environment fair and transparent

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

II-8 Accelerate Provision of Research Results to Society

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

II-9 Further Reform of the Scheme for Industry-Academia Collaborative Research

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

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

III-1 Expand Overseas Activities through linkages with the Departments and through the leadership of the Division for International Relations; Enhance the International Presence of the University of Tokyo

- Strengthen ties with the world's top universities and research institutes and expand overseas bases and laboratories
- Strengthen human networks to build credibility in Asia
- Construct strategic international exchange networks and alliances, create database on foreign universities and draft a long-term plan to promote the internationalization of the University of Tokyo

III-2 Exchange of Students and Researchers with Top Class Universities and Research Organizations Worldwide

- Improve the environment to provide greater incentives for exchange students and foreign researchers to come to the University of Tokyo: upgrade lodging facilities for foreign researchers (International Guesthouse) and enrich materials in foreign languages
- Enhance the present International Center and promote the initiative for developing new center for international relations

III-3 Development of Kashiwa Campus as an International Campus

- Prepare world-class research facilities, upgrade lodging facilities for foreign researchers and exchange students, prepare support system in collaboration with the local community, and improve the environment for promoting the

IV Internationalization of the campus

- ' Construct a new university model based on autonomy, decentralization and cooperation
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- Develop the Office of Financial Strategy: identify and support cooperative research and teaching activities; assist

IV-4 Appropriate Performance Review of Faculty and Staff

- Conduct performance review of staff to ~~improve~~ ~~ensure~~ efficient and effective operations and to improve their skills
- Examine an appropriate performance review ~~view~~ ~~of~~ faculty to improve the quality of education and research

IV-5 Establishment of ~~a~~ University of Tokyo Model ~~fo~~ a Motivational Compensation System

- Examine systems that provide incentives ~~to~~ ~~valuable~~ ~~contribution~~ to the progress of the University of Tokyo
- Create an attractive working ~~enviroent~~ ~~ent~~ that secures the international competitiveness of the University of Tokyo

- Strengthen the University Hospitals' financial foundations
- Consider the re-positioning of the Health Service Center with a view to strengthening its function

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- ' Establish a financial model that facilitates the development of diverse, comprehensive, and autonomous education and research
 - ' Establish a financial foundation that enables the identification and full development of seeds of new science created in the diverse research environments
 - ' Establish a financial foundation that enables the synthesis of academic endeavors through linkages between diverse education and research activities

V-1 Efforts toward Easing Institutional Restrictions

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

V-2 Establishment of a Budgetary System that Supports both Diversity and Comprehensiveness

- Establish rules for the effective use of the president's and department heads' discretionary funds
- Develop a financial and budgetary structure that can secure autonomous and decentralized activities
- Establish a financial and budgetary structure that can promote and support linkages

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university's carbon footprint; further develop the university as an environment-friendly and crime-resistant campus

- Prepare an intellectual property management system for capturing research results
- Make the campus more disaster-resistant
- Establish and maintain high-quality health and welfare facilities

VI-5 Upgrading of Information Systems

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



