UTokyo Compass

Into a Sea of Diversity: Creating the Future through Dialogue

. Basic Principles

As a hub for creating, connecting, and deepening academic knowledge, the University of Tokyo will foster the fundamental ability to question with the goal of achieving academic excellence and realizing an inclusive society. To achieve academic excellence, it is essential for diverse groups of people to come together to discuss, to learn, and to identify and share challenges and solutions. UTokyo

inclusive education that is not fixed to any particular age groups, attributes, or backgrounds, in keeping with the increased importance of inclusion in this age of rapid change and complex values and issues.

Place (Perspective 3)

UTokyo will redefine the role of the university as a place of inclusion, where the practice of dialogue brings out the individuality and creativity of each academic discipline and its polyphonic nature is energized. Together with diverse people from all walks of life, we will devise ways to make full use of the place provided by the university. Through such repeated dialogue, we will expand our network and communicate to the world the attraction of UTokyo as a university that anyone in the world would want to join.

UTokyo   vision of creating place is not

Upholding academic freedom and autonomy, UTokyo strives to pursue truth and create knowledge and aspires to form a complex and pluralistic academic space in cooperation with other universities and research and educational institutions in Japan and around the world. The university

Perspective 2: People

2-1. Nurture Inclusiveness and Capacity for Creative Dialogue

We will establish educational programs that foster the inclusiveness and advanced capacity for dialogue and
, which will be designed for
undergraduate students and deployed for graduate students as well, will entail a wide range of learning in areas including diversity and inclusion, global commons, data science, and digital applications. Moreover, we will present students with a variety of role models and furnish practical space for them to develop a capacity for creative dialogue, as well as enhance our support for faculty engaging in this type of education. We will also
independent creativity.

Perspective 3: Place

3-1. Create a Supportive and Empowering Campus that Anyone in the World Would Want to Join

We will create an attractive and inclusive campus where people of diverse origins and backgrounds contribute to the creation of new value as they expand their horizons through interaction and dialogue with one another. For this purpose, we will increase the diversity of our membership and the plurality of our communities, while at the same time establishing a culture that fosters mutual trust through the pursuit of dialogue and developing our employment systems, advisory services and other aspects of the human and physical environment to ensure that everyone at UTokyo feels comfortable to learn, work, and pursue their activities, regardless of who they are.

III. Specific Action Plans

Establishing Management Capacity for Autonomous and Creative Activity

0-1. Develop an Autonomous and Creative University Model

Objective

We will establish a model of management specific to universities a new university model that expands the autonomous and sustained creative activities of all members of the university and provides a foundation for serving the global public through the pursuit of truth and the creation of knowledge based on academic freedom. We will enhance our risk governance in areas including financial affairs, legal affairs, and university-industry collaboration, as well as develop systems for accumulating, referencing, and sharing achievements in research, education, and social collaboration from across the university. We will thereby build a model that optimizes the collective activities of the university as an organization that serves the public in the context of its relationships with the wider society.

Plan 1. Construct a new university model, and establish and manage a Financial Management Headquarters (tentative title)

Through dialogue both within the university community and with external stakeholders, including all members of the university, we will continuously pursue reforms necessary for the establishment of a model of

challenges. In order to expand the functions required of the university in response to societal needs, we will

Plan 4. Pursue liaison activities that foster empathy and dialogue with society

We will bolster our team of fundraising experts and promote effective liaison activities that foster empathy and dialogue with society, discharging our obligations of accountability and building robust relationships of trust with donors. Through these activities we will increase the value of donations and the number of co-

Plan 2. Develop a management system toward the establishment of a new UTokyo brand

Through accessible verbal and visual communication of the University of Tokyo Charter and UTokyo Compass, we will seek to establish a new UTokyo brand that differs from the image of the university currently shared within Japan. To do so, we will develop and implement mechanisms for UTokyo brand management at the university level, including the creation of a communications team and the formulation of guidelines. We will ascertain current conditions using social surveys of a wide variety of people both within and outside Japan. We will also develop systems for actively obtaining advice from international experts and exchanging ideas with them at appropriate junctures.

Monitoring indicators	Accessible verbal and visual communication of the University of Tokyo Charter and UTokyo Compass Development of systems for obtaining advice from international experts

Plan 3. Strengthen communication activities in the areas of donations, industrial co-creation, and startup support

We will strengthen communications using events, media, digital technologies, CRM (customer relationship management) approaches, and the like to expand donations and UTokyo Foundation activities as well as activities for co-creation with industry and industry-academia partnerships.

Monitoring indicators	Number of events and other communication activities

Plan 4. Pursue networking with alumni

We will consolidate and expand our alumni network in the course of developing a wider-ranging UTokyo community encompassing alumni and other associates of the university. In conjunction with these efforts, we will expand the range of events targeting alumni and the opportunities for alumni to pursue learning tailored to

driven future, and

facilitate analysis of large volumes of data acquired by museums and research institutes and generated by IoT, satellite observations, and the like.

Monitoring indicators	Number of commissioned research projects and their value Number of Grants-in-

Plan 4. Promote researcher diversity to drive the creation of new knowledge

We will recruit a diverse range of outstanding research talent both within Japan and internationally with an emphasis on gender balance and inclusivity, and thereby promote the creation of new academic knowledge through dialogue among researchers with differing perspectives. Specifically, we will use the provision of incentives to the major university divisions, the allocation of positions from university headquarters, personnel cost assistance schemes (acceleration programs), and the like to enable the employment of more women, non-Japanese nationals, and people with disabilities as researchers. We will also consider a variety of programs and support schemes to expand the diversity of researchers, including the creation of posts earmarked for women and members of minority groups, the proactive use of cross-appointment systems, and the introduction of employment systems attuned to family and household circumstances. We will ensure that at least 30% of newly appointed researchers are women.

Monitoring indicators	Number of researchers who are non-Japanese nationals Number of researchers with disabilities Number of new research appointments by gender

1-3. Generate Excellent Academic Knowledge

Objective

We will further strengthen our world-class research facilities as hubs for linking different types of knowledge, promoting research of the highest global standards, and generating new academic knowledge through co-creation across disciplines.

Plan 1. Strengthen research hubs for international excellence

We will promote the activities of leading world-class research hubs such as the University of Tokyo Institutes for Advanced Study the Institute for the Physics and Mathematics of the Universe (Kavli IPMU), the International Research Center for Neurointelligence (IRCN), and Tokyo College and turn the IRCN and other organizations into permanent entities. We will also take the initiative to attract visiting researchers and early career researchers from institutions outside Japan. One specific objective is to welcome 600 researchers from institutions outside Japan to the above-mentioned three hubs each year.

Monitoring indicators	Number of researchers from institutions outside Japan invited by the Institutes for Advanced Study Number of international co-authored papers produced in the Institutes for Advanced Study

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We will support the educational activities of faculty members in order to advance interactive teaching and learning and other practices that foster capacity for creative dialogue. Specifically, we will train educational support personnel to assist in areas such as curriculum management and admissions, as well as conduct faculty development programs that make use of in-house expertise in educational methodologies. We will also consider ways of revising the allocation and evaluation of education and research workloads.

Monitoring indicators	Number of structured workshops and related programs in the UTokyo Future Faculty Program (FFP) and number of participants therein

Plan 2. Use the Go Global Gateway program to foster an international outlook

We will fully establish Go Global Gateway (GGG), a program designed to encourage undergraduate students to participate in international learning and exchange opportunities and acquire the capacity to live and work together with a wide variety of people from around the world. Specifically, by systematizing the GGG program, we will aim to have all undergraduate students registered for it and have 30% of students obtain GGG certification by the time they graduate.

Monitoring indicators	All undergraduate students registered for GGG
	Proportion of graduating students with GGG certification

We will expand inbound and outbound short-term and ultra-short-term study abroad programs in order to increase the international mobility of students. To achieve this, we will enhance our various international exchange programs including USTEP (University-wide Student Exchange Program), the global leadership program GLP-GEfIL, the ultra-short-term inbound mobility program UTokyo GUC (Global Unit Courses), ultra-short-term outbound mobility programs, and international experiential activities. Ultimately, we will aim to have 3,000 outbound students　1.5 times the number in the 2019 academic year　and 2,000 inbound students　twice the 2019 number　including participants in online programs. We will develop UTokyo GUC

2-3. Undergraduate Education: Cultivate Disciplinary Expertise, Wide-ranging Knowledge, and High Ethical Standards

Objective

In the undergraduate curriculum, we will offer liberal-arts education in the Junior Division to equip students with wide-ranging knowledge, as well as specialized education in their disciplines that fully leverages our strengths as a comprehensive research university. Additionally, we will provide students with more opportunities to develop a deeper understanding of other fields, and we will enable them to think holistically from a broad perspective and to possess high ethical standards. To realize these goals, we will design flexible educational systems informed by a long-term academic vision that transcends the barriers between the humanities and sciences.

Plan 1: Enhance undergraduate education under a long-term academic vision

In conjunction with the discussion and formulation of a long-term academic vision, we will strengthen undergraduate education that transcends the barriers between the humanities and sciences, including PEAK (English-medium programs in the College of Arts and Sciences). We will also enhance advanced education aligned with disciplinary characteristics, and education on ELSI in leading-edge science and technology. We will also strengthen liberal arts education in the Senior Division and Graduate Schools and interdivisional education programs, providing opportunities for students to sustain and advance their interests and learning in other fields while pursuing specialized education and research in the later years of their undergraduate studies.

Monitoring indicators	Number of students completing interdivisional education programs
	Number of ELSI-related courses offered
	Number of students taking later-stage liberal arts education courses offered outside their home faculties

Plan 2. Render educational outcomes visible

and outcomes in learning and other activities, render it in visible form, and establish educational support tools that students can take the initiative to utilize for themselves. Through this process, we will also seek to build a cyclical approach to improving education. We will adopt UTokyo One in PEAK (English-medium courses in the College of Arts and Sciences) in the 2022 academic year, and launch it throughout the College of Arts and Sciences by the end of the 2024 academic year. We will draw on these experiences as we prepare for a rollout

operation of the system through on-campus jobs and teaching assistant (TA) programs.

Monitoring indicators	Adoption of UTokyo One
	Number of UTokyo One users and number of accesses

Plan 3. Expand experiential activity programs

We will increase the number of participants in experiential activity programs by creatively developing and promoting more attractive offerings, including programs (internships) with other organizations such as co-creation partner companies, international organizations, NGOs, NPOs, and local government authorities. We

will modify the system to enable graduate students to participate in some of these programs, with the aim of having at least 500 undergraduate and graduate student participate annually. We will also develop forums for collaboration with partner companies, venture businesses, and the like, enabling interaction with students and the provision of entrepreneurship education.

career support through a variety of events offered by the Career Support Office, the Future Faculty Program operated by the Center for Research and Development of Higher Education, long-term company internships, and entrepreneurship education.

Monitoring indicators

Perspective 3: Place

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Plan 3. Raise the proportion of female students

In order to raise the proportion of women within the student body, we will strengthen our outreach activities to female junior and senior high school students, their teachers, and their parents and guardians. We will continue providing housing support to female students, as well as strengthen a range of support in other areas including development of interpersonal networks, with the aim of having women account for 30% of the student population overall.

Monitoring indicators	Number and proportion of female undergraduate students
	Number and proportion of female graduate students

Plan 4. Develop personnel systems that enable diverse work styles

We will promote diverse working styles and furnish environments allowing administrative staff to use their abiliti

and faculty/staff without disabilities in the task of creating campuses where all members of the UTokyo community can play an active role, through initiatives including appointment of support staff for people with disabilities, periodic campus assessments, and campus design competitions.

Monitoring indicators	Number of facilities made accessible
	Frequency of updates to digital accessibility maps of campus with multilingual audio cont

We will establish a Digital Transformation Initiative (tentative title) that brings together individuals involved in digital transformation across the university. The Digital Transformation Initiative will be actively involved in the formulation of systems related to the promotion of key initiatives in areas such as diversity and inclusion, green transformation, and corporate transformation, and will ensure that these systems are properly attuned to digitalization.

Monitoring indicators	Establishment of Digital Transformation Initiative (tentative title)
	Formulation of digital transformation indicators for the university

Plan 2. Develop new educational systems and methodologies that utilize digital technologies

We will proactively adopt teaching methods that leverage the advantages of online teaching. As a further initiative in the use of online teaching, we will work to develop systems that enable the adoption of on-demand classes and integration of on-demand te

international capabilities. In order to implement online classes more effectively, we will promote faculty

Monitoring indicators	Cumulative total of UTokyo-related startup companies and cumulative total of companies using UTokyo intellectual property Cumulative total of companies using incubation services

Plan 2. Strengthen networks connecting UTokyo with investors, startups, large corporations, and accelerators
We will strengthen and internationalize the networks connecting UTokyo with investors, startups, major corporations, and accelerators, and promote the productive circulation of knowledge, talent, and funds centered on UTokyo. We will also expand our networks of people both within Japan and internationally by supporting both startups and large corporations through matching services, collaborative projects, and training for intrepreneurs (in-house startup leaders) and entrepreneurs and promoting exchanges between startups and large corporations.

Monitoring indicators	Number of large corporations and startups in the uTIE membership program

Plan 3. Pursue co-creation with local communities toward green transformation
We will work on green transformation initiatives with local governments, residents, companies, and whole

total land mass. Specifically, we will collaborate with at least seven local government authorities on green transformation, including the provision of support for the development of decarbonization action plans. We will also disseminate models of community collaboration toward green transformation to serve as reference points for other universities and communities.

Monitoring indicators	Number of local government authorities collaborating with UTokyo on green transformation

Plan 4. Contribute to local activities through dialogue with communities adjacent to campus
We will contribute proactively to campus precincts as innovation special zones by opening up UTokyo resources and activities to people living and working close to campus. We will establish a working group for long-term campus planning, launch organizations for development of community visions involving people inside the university and stakeholders in surrounding areas, advance collaborations with local residents and public authorities, and discuss plans for the future of both our campuses and the communities in which they are located.

Monitoring indicators	Strengthening collaboration with local communities Formulation of future plans in collaboration with local communities

Plan 5. Tackle local challenges
We will apply the combined knowledge of UTokyo to tackle a variety of local challenges in areas including low birthrate and aging population, disaster prevention and recovery, infectious diseases in livestock, and industrial revitalization, pursuing ongoing dialogue with local governments and residents and achieving workable solutions.

| | Number of newly established research activity bases outside Japan |
| | Number of international co-authored papers |