

Actions	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Develop a framework for forming a “Global Base for Knowledge Collaboration” to contribute to the future of humanity and the planet	【The Future Society Initiative】 Consider, coordinate and implement measures at subcommittees (Vision Development, Knowledge Creation, GX Promotion, International Cooperation, Social Cooperation, International Innovative Education, Industry-University Collaboration)					[✓ Become the starting point of change to a Knowledge-intensive society ✓ Utilize SDGs to oversee all actions for achieving the project]			
	Consider	Coordinate specific measures	Implement measures for constructing a new university model						

1 Developing and Securing Talent

Actions (Relevant mid-term plan articles)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	
Reform undergraduate education (3-1, 3,4,5-3)	【Strengthen undergraduate education that transcends the barriers between the humanities and sciences】 Consider → Formulate specific plans → Implement → Evaluate, improve and continue									
	【Enhance advanced education and education on ELSI in leading-edge science and technology】 Adopt UTokyo One in PEAK → Launch it throughout the College of Arts and Sciences → Rollout across all of the university's undergraduate programs → Full-scale operation (Rollout across all of the university's graduate programs)					[5% of required subjects in the Junior Division] Evaluate and improve curriculum				
	【Develop the UTokyo One system】									
Reform graduate education (4,5-1, 4,5-3)	【WINGS and SPRING GX】 → Complete WINGS		Establish WINGS and other programs, evaluate and improve							
	【Enhance financial support for doctoral students】 → Financial support for more than 50% of doctoral students			Evaluate, improve and continue						
Nurture an International Outlook (7-1, 7-2, 7-3)	【Center for Global Education】 Prepare → Establish → Offer “Global Liberal Arts Courses” → Consider and coordinate to include in graduation credits					[75 classes per year, 1,500 learners]		[Include in Graduation Credits] → Continue		
	【Promote Go Global Gateway program】 Registration required trial → Registration required			[Recognition rate 30%]			Evaluate, improve → Expand, continue			
	【Promote outbound and inbound students' programs】 Use online and hybrids					[Outbound 3,200 Inbound 2,300 students]		Evaluate, improve → Expand, continue		
	【Promote UTokyo GUC】 → 20 courses, 400 learners (50 of our students)			[30 courses, 600 learners (100 of our students)]		Consider and coordinate to make the program an extension → Establish an Extension		Continue		
	【Promote Japanese language education】 Analyze demand and expand courses → Consider granting credits					[Grant Credits, 2,000 learners]		Evaluate, improve → Expand, continue		
Support young researchers (9-1)	【Recruit talented young researchers】 Utilize and expand the UTokyo Excellent Young Researchers Program and stable employment systems for young researchers, etc.					[At least 1,200 non-fixed-term faculty members aged under 40 years]		Evaluate, improve and continue		
	【Cultivate the international capabilities】 The Global Activity Support Program for Young Researchers, Technical Writing Support					[The Global Activity Support Program for Young Researchers 30 grants per year (avg.)]		Evaluate, improve and continue		
Secure excellent research staff (9-1)	【Flexible personnel measures】 Utilize and expand flexible and competitive salary-setting by annual salary, cross-appointment system, distinguished professor system, and university professor system, etc.					Continue to operate these systems properly			Evaluate, improve and continue	

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Diversity and Inclusion (D&I) (8-3, 12-2, 13-2)	Adopt the statement on D&I Set up a gender justice training WG		Trial of the training	Full-scale implementation of the training	Verify effectiveness of the training and revise it	Reform the campus culture	Evaluate, improve and continue		
	Researcher Support Staffing Grants (2016-) Operation of 4 on-campus nurseries (2008-), company-led childcare services (2018-) Set up a committee for preparing new D&I-related university organizations		Establish the Inclusive Campus Promotion Initiative (tentative title)	Establish the Center for Diversity Promotion (tentative title)	Realize an inclusive campus		Evaluate, improve and continue		
	Acceleration program to increase the number of female faculty members (professors and associate professors)(2016-) Support research funding for start-up, skill development, and re-start-up (2017-) Formulate 5-year plans to accelerate departmental female personnel (2021-), discussions with departments every year, collect departmental reports and revised plans		Implement Women's HR Acceleration Support and Payroll Management Support Program (tentative title)	5-Year Plan Final Year Verification		Raise the proportion of female faculty members	Evaluate, improve and continue		

2 Reinforcing Research Capacity

Actions (Relevant mid-term plan articles)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Promoting Research (8-1, 8-2)	【Management and utilization of research data】 Establish research data policy and open access policy		Promote the management and utilization of research data		Operate measures appropriately	Collaborate with various data utilization platforms	Evaluate, improve and continue		
	【Joint-use research facilities and equipment】 Consider and operate joint-use policy		Evaluate, improve and continue						
	【Listing of papers, books, objects, and other academic assets】 Consider and implement		Advance the assessment, indexing, and exhibition of academic assets			Evaluate	Develop cross-disciplinary collaborations		
Knowledge-Intensive Industrial Clusters (2-3)	【Visualize and transmit projects registered for data platform initiatives】				Increase registered projects 3 projects per year (avg.)	Evaluate, improve and continue			
	【The mdx: a platform for the data-driven future】 Promote the use and create a national research community								
Reinforcing International Networks (1-1, 1-2, 10-1)	【Promote the activities of leading world-class research hubs】 Attract visiting researchers and young researchers from institutions outside Japan (including online)				Develop joint use/joint research hubs	Researchers from institutions outside Japan invited by the Institutes for Advanced Study 600 researchers per year (avg.)	Evaluate, improve and continue		
	【Hyper-Kamiokande】 Start cavity excavation		Mid-term evaluation	Start construction of water tank			11.55 million uses, 350,000 users per year	Final evaluation, Certification Renewal Evaluate, improve and continue	
	Construct, coordinate and start observations at Hyper-Kamiokande		Evaluate, improve and continue						
	【Develop and strengthen bases for international collaborative research】 Consider newly established research activity bases outside Japan				5 newly established research activity bases	Continue			
	【System of doctoral thesis examination committee members appointed from outside Japan】 Consider and establish the system					More than 20 cooperation request every year	Evaluate, improve and continue		
Operate the system									

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3 Collaboration with Society

Actions (Relevant mid-term plan articles)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	
Co-creation with industry (14-1)	【Promote inter-organizational co-creation with industry】 Total annual value of over JPY 4 billion		Train at least 20 coordinators		Strengthen systems for co-creation with industry	Evaluate, improve and continue				
	【Promote interdivisional projects in co-creation with industry】 Create approximately 1 case during the fourth medium-term goal period					Pursue co-creation with industry in frontier research fields	Evaluate, improve and continue			
Develop and expand startup ecosystem (14-2, 14-3, 17-2)	【Consider fund schemes, including the use of trust methods, etc.】									
	Reorganize the framework of innovation investment after the Specified Research Results Support Program		Establish a new fund scheme		Establish the first fund after the Specified Research Results Support Program		Establish the second fund after the Specified Research Results Support Program		Establish a new fund on the order of JPY 60 billion over the next ten years	
	【Form knowledge industry clusters around campus and develop startup support systems in collaboration with an eye to global markets】 Secure financial resources for GAP fund projects and continue									
【uTIE membership program】										
Consider transition to full version		Full Version		Evaluate, improve and continue						Create a cumulative total of 700 UTokyo-related startups
Contribute to society by utilizing academic achievements (2-1, 2-2, 6-1)	【Tackle local challenges】			<ul style="list-style-type: none"> ✓ Work with local governments, residents, and others to resolve various issues facing the region ✓ Promote sharing and visualization of community collaboration projects conducted by faculties, graduate schools, research institutes, etc. ✓ Strengthen and evolve partnerships with local communities 						
	Establish Regional Collaboration Task Force									
	【Pursue co-creation with local communities toward GX】		Start discussions with Bunkyo City, universities and junior colleges in the city		Start discussions and collaboration with local government authorities where campuses are located		Collaborate with at least 7 local government authorities on GX			
	【Recurrent Education】		Gather information (inquiry)		Gather information (build data base, portal site)		Release the portal site (update regularly)		Design and develop the system	
Establish Recurrent Education Task Force			Open UTokyo Yaesu Academic Commons			Design and develop the system				Create new recurrent education programs
Enhance communication functions (2-5, 17-3, 18-2)	【Build our brand reputation as one of the world's leading universities】									
	Establish Brand Guideline		Establish and trial brand studio function		Operate Brand Studio function		Establish UTokyo identity positioning strategy			Establish UTokyo global brand/brand reputation
			Establish UTokyo identity positioning strategy		Global Branding Investment		Continue			
【Strengthen communication activities in the areas of donations, industrial co-creation, and startup support】										
Design a marketing strategy		Feedback from social surveys		Marketing Strategy Practice		Conduct marketing verification and provide feedback to president and board members				
【Pursue networking with alumni】										
Migrate TFT data to UTokyo One system			Migrate to UTokyo One system completely, centralize and expand alumni data						Continue	

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4 Enhancing University Operations and Management

Actions (Relevant mid-term plan articles)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	
Secure stable and autonomous financial foundations (14-1, 15-1, 17-1, 18-1)	(Management Improvement) 【The Division for Financial Management】 Establish Formulate medium- to long-term financial management forecasts, risk management processes in financial affairs Consider and trial monitoring methods through cash flow management, etc.									
	(Legal management) Establish UTokyo Legal Division Implement legal strategy, strengthen and establish legal structure Develop a legal strategy Reorganize and expand the legal department in the headquarters Cultivate legal personnel Arrange legal advisory contracts at the headquarters Training for faculty and staff on legal management, etc.									
	(Research Integrity) Sequential reporting on the subject matter Create an Integrity Management Report (trial) Verify, improve and expand Report Contents									
	(Providing IR data that contributes to management support) (At any time, continuously)									
	(Publish Integrated Report) (Every year, continuously)									
	(More diverse financial resources) Design a system (overall and on-campus) Establish the internal system Lobby the national government Establish a Statutory Endowment (tentative title) Expand the university's functions by prior investment resources									
Professionalize administrative staff (13-5, 15-1, 19-1)	(Expand donations) Increase the number of fundraising experts in phases Realize 40 fundraising experts									
	Increase non-earmarked donations within the UTokyo Foundation Attain a balance of JPY 20 billion									
	(Conduct trainings (English language, DX related)) Conduct Evaluate, conduct (every year)									
	(Establish work styles that combine commuting and home-based work) Revise home-based work system Evaluate, improve and continue									
	(Introduce the 20% rule) Trial (Verify, improve etc.) Full-scale implementation									
	(Realize an administrative structure that responds to internationalization and DX) Evaluate, improve and continue									