

Top Global University Project (Type A) The University of Tokyo

1. Outline

【 Name of project 】

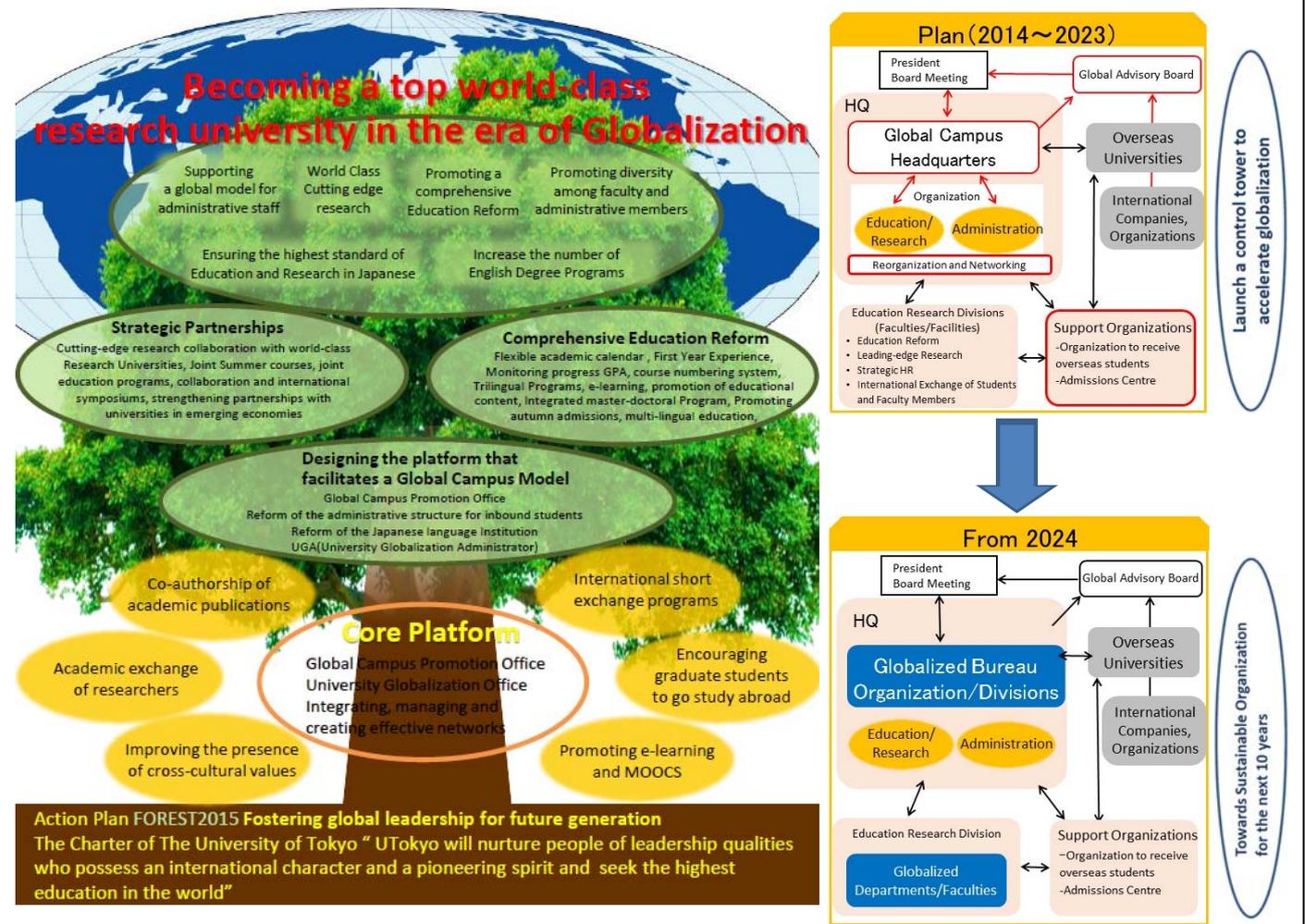
Constructing a Global Campus Model at UTokyo

【 Future vision of the University as planned through the TGU project 】

As a leading research university from among the non-English speaking regions, the University of Tokyo (UTokyo) aims to construct a Global Campus Model which has the following six characteristics suitable for a leading world-class comprehensive research university in this era of Globalization. The six characteristics are: 1) World-class, cutting-edge research takes place in a wide range of academic fields, 2) a comprehensively reformed education system suitable for the modern Globalization Era, 3) a wide range of degree program and courses throughout the curriculum is available in English. 4) As well as a level of research and teaching carried out in Japanese, there are courses in languages other than English taking place systematically, 5) a diverse environment where faculties, administrative staff and student of the University can teach, research and work together regardless of culture, language, gender, and age while mutually understanding each other, and 6) an organization put into place that supports the Global Campus, and where staff with high levels of knowledge and competency are place throughout the University.

【 Summary of Project 】

As a leading comprehensive research university, UTokyo aims to nurture intellectual, global citizens who have a broad outlook on worldly matters by enhancing up-to-date, top world-class cutting-edge research and education through self-improvements based on the demands of society by constructing a Global Campus Model through MEXT's TGU Project. To construct this Model, (1) a new and effective education system through comprehensive education reform and modification of the academic calendar has to be constructed and enhanced, (2) the global outreach in education as well as research activities should be improved through the formation of strategic partnerships with select world-leading overseas universities, and (3) a core platform that facilitates the planning and implementation of a Global Campus established.



【Summary of the 10-year plan】

Construction of a new and effective education system

- ◆ Launch of the undergraduate level University-wide Education Program “Global Japan Studies Program” (2014)
- ◆ Install a new 4-term style academic calendar and a new curriculum to match (2015)
- ◆ Utilize the typical Japanese recommendation-based entrance screening method as well as allow the International Baccalaureate for the candidate selection process (2016)
- ◆ Launch new degree programs taught in English across various departments (2019)
- ◆ Establish an international de facto standardized curriculum through comparison of course structures and teaching contents to those used overseas (2023)

Global outreach in education and research activities

- ◆ Start selection of probable partners and begin discussions regarding building strategic partnerships (2014)
- ◆ Launch cutting-edge collaborative researches, exchange programs, joint-educational programs, and short-term study abroad programs (2015)
- ◆ Host the UTokyo Forum in collaboration with strategic partner(s) (2019)
- ◆ Hold a wrap-up symposium in attendance of education experts from the various strategic partners (2023)

Establish a platform that facilitates the global campus model

- ◆ Establish the Global Campus Promotion Office (2014)
- ◆ Launch staff career development programs: e.g. intensive language training and training abroad, to enhance the level of international understanding and excellence among administrative staff (2014)
- ◆ Establish the Headquarters for Global Campus Promotion (2016)
- ◆ Host a symposium on the Global Campus Models inviting university administrators from across the globe (2019)
- ◆ In addition to having established a fully globalized organization throughout UTokyo and carrying out final assessment of the progress of all the challenges, the Headquarters for Global Campus Promotion must be reformed into a sustainable organization that can plan and implement the organization's visions for the following ten years (2023)

【Featured initiatives (Internationalization, University reform, Education reform)】

(1) Installation of a flexible academic calendar and the construction of a new and effective education system and its enhancement through a comprehensive education reform

To increase the students' global mobility, UTokyo began implemented a new four-term academic calendar as well as implemented a new and effective education system which can be represented by three keywords; i.e., “Globalization”, “Excellence”, “Real substance”. Enhancing the number of degree programs taught in English (2 new programs were added in 2015 to the current 42 programs), introducing the typical Japanese recommendation-based application method, promoting active learning and reducing the required number of credits for an undergraduate degree (which is comparatively higher at UTokyo than ordinary universities in Japan), are some examples representing this initiative. Progress of the specific steps relating to the changes in the academic calendar will be examined under the new system.

(2) Global outreach in education and research activities based on strategic partnerships with world-leading universities overseas

Strategic partnerships are a close, creative, flexible, and collaborative relationship with a few selected number of overseas universities that goes beyond the usual academic exchange agreement. Utilizing these partners as important bases for UTokyo's global outreach activities, based on the collaborative cutting-edge research being carried out, the university looks to engage in international exchange of student, faculty, and administrative staff, and provide various joint educational programs, as well as recruit eligible, highly talented international students. To do this UTokyo looks to change its usual way of academic exchange and go beyond that by enhancing the multi-department involvement and multi-layered relationship with its strategic partners, to create a university-wide comprehensive, reciprocal, and specially collaborative relationship.

(3) Establishment of the platform that facilitates the global campus model

UTokyo will establish its Global Campus Promotion Office, which consists of three divisions for (1) planning and information, (2) education promotion, and (3) student exchange. Within three years of the kicking-off the TGU project, this office will merge its affiliated administrative bodies and become the Headquarters for Global Campus Promotion, which is the core operational organization under the president's direct control, to vigorously push university-wide global outreach and strategic management on globalized human resources.

【Measures for the promotion of collaboration with foreign universities】

UTokyo will engage in integrating its conventional international relationships, which are mainly based on each faculty's cutting-edge collaborative research, towards a special relationship that is university-wide and comprehensive across a wide range of fields. This measure is not a bilateral academic bonds between several departments at UTokyo and a strategic partner, but a multilateral bond in which multiple departments from both organizations are involved and collaborate. UTokyo aims to create the university-wide comprehensive, reciprocal, and special collaborative relationship with our strategic partners over various phases, from education at undergraduate and graduate levels, to joint-research activities on at the top world-leading level. To achieve this, UTokyo will carry out internal screening and support various international education and research activities with potential strategic partners in which multiple faculties are involved as the initiative-taking actors in UTokyo's “Strategic Partnership Project”. Through this project the university aims to enhance opportunities for students to experience high quality research achievements around the globe and the development of international students exchange, which contribute to the globalization of both undergraduate and graduate level education. The current trend of international exchange around the top world-leading universities shows a shift towards qualitative preference, therefore, UTokyo will ultimately maintain a “Strategic Partnership” with only around ten overseas universities and continue to develop the in-depth relationship on education and research activities with these exclusive partners.

2. FY2014 Progress

■ Common indicators and targets

Internationalization

1. Offering systemized Curriculum and improving quality of classes by foreign language

Exchange students can systematically learn about Japan through the new university-wide undergraduate education program “Global Japan Studies”, and through this added knowledge about Japan, the quality of their exchange period may be enhanced.

2. Expansion of undergraduate programs in English for overall degree

In addition to the “PEAK” courses in which students can take and obtain a degree solely using English established in the College of Arts and Sciences, the “Global Science Course” was established in the School of Sciences in April 2014. Students will be admitted by transfer into the 3rd year. The new academic year with a 4-term system will be introduced making it easier to construct a course which contributes towards international student mobility.

3. Livelihood support by Global Campus Promoting Office

A campus that is foreigner-friendly is being built using systems such as peer support by tutors, one-stop service for living information, publication of a handbook for international students and researcher, arranging the number of multicultural counselors for the support of international students, researcher and their families, and enhancing of emergency assistance services.

4. Steps for greater diversity

Information sessions or seminars have been provided as well as visits to high schools to increase the number of next generation of women researchers. It is hoped that these initiatives will lead to an increase women faculties. The university aims to achieve an education and research environment that is diverse and with equal opportunity. The number of female member is increasing steadily. The current male to female ratio is 53.8:46.2.



〈 Brochures : International Student Handbook, University Guide, Booklet on Study Abroad, Overseas Internship, and International Volunteer programs〉

University reform

1. Global Campus Promotion Office

UTokyo established its Global Campus Promotion Office and divided it into three functions: Planning and Public Relations, Education Promotion, and Students Exchange. This office made it possible to take the lead on globalization of UTokyo through one single office, rather than by each faculty as in the past. The Planning and Public Relations section is in charge of negotiations and information gathering to build strategic partnerships, the Education Promotion section is for the development of summer programs and international short term programs overall to increase the international mobility of all students, and lastly the Students Exchange Section enhanced its support by responding to housing needs due to the constant lack of accommodation and taking the necessary steps to equip itself with 870 rooms in three buildings by 2023 to accommodate all overseas students.

2. Accepting Overseas Researchers of Excellence on Cross Appointment System

The cross appointment system which pays a faculty's salary according to their efforts based on an agreement between the institutions and the faculty and a system of annual salary was put into place to support the increase in overseas researchers of excellence at UTokyo.

3. Employee Training

The opportunity for visiting overseas strategic partner universities for UTokyo administrations and other employees increased in quality and quantity recently. The training is aimed to motivate all employees including technical and managerial staff to understand overseas environment to be able to respond to the changes brought on by the effect of globalization.

Education reform

1. Changes to the Academic Year

UTokyo has been preparing for the change and implemented an academic year that is divided into four terms. In comparison to the three-semester system, the four-term academic year makes each component short, thus enabling students to choose various subjects with flexibility to design a path to complete the courses. This adds to the on-going subject numbering system and GPA system which was brought in to produce a sense of fulfillment from and enhance the level of learning. Progress of the specific steps relating to the changes in the academic calendar will be examined under the new system.

2. Examination for selected candidates

For the first time in its history, UTokyo will be utilizing the typical Japanese recommendation-based entrance selection method from 2016. This system is being brought in to enhance the diversity of students and revitalize undergraduate education.

3. Active Learning / Reform of the number of credits required to graduate

The credits system for graduation is undergoing reform to change the educational style. The passive learning that responds to questions with prepared answers will be changed into an active learning system that allows students to respond to unsolved problems, such as global warming and energy problems that we face today, through accumulated knowledge. Active learning and subject numbering will be employed to help students discover and solve problems proactively on their own. Reduction of the number of credits required in order to graduate, which is currently 146-167 credits depending on faculty, is a lot more than that of other universities, will be considered in order for students to be able to plan their own study time and make use of the flexibility brought in by dividing the academic year at UTokyo into four terms.

■ University's own indicators and targets

1. International Short Term Programs Open to the World

The International Affairs Division of UTokyo organized 2 of international short term programs in total. These short term programs can act as feeler program for students wishing to have first-hand experience before going abroad for a long term. Similarly, faculties also have 19 exchange programs and specified field programs with overseas partner universities.

2. Open Access to Web Schooling

UTokyo provided the joint series "Visualizing Japan" in collaboration with Harvard and MIT and had also opened contents of its usual classes to the public with subtitles. The access quantity in 2014 increased by over 10% compared to that of the previous year.

3. International Joint Authorships

According to Incites Global Comparison by Thomson Reuters, our researchers are extremely active in the international fields and the number of international joint paper in 2014 increased by 8% compared to that of the previous year.

4. Overseas Researchers Accepted for Research

UTokyo actively accepts overseas researchers for joint research projects and other research work. More than 3,000 researchers conducted research projects on our campus in 2014.

5. Students Studying Abroad for Research

There are more than 3,000 UTokyo students studying abroad for research including field work projects. Newly introduced academic calendar policy enables students to flexibly schedule for studying abroad.



〈 IARU Presidents' meeting 2015 〉

■ Initiatives for the enhancement of international reputation

1. Presence at International Conferences

UTokyo actively participated in international conferences such as GULF at the World Economic Forum. Furthermore, UTokyo hosted the 10th IARU Presidents' Meeting, a network of ten international research-intensive universities across the globe. These meetings have continuously enhanced UTokyo's global presence and reputation.

2. Presence in the World's University Rankings

UTokyo was ranked 1st in the Times Higher Education Asia University Rankings 2015 and 23rd in the World University Rankings 2014/2015, keeping its high position as in previous years. Particularly in the Research section, UTokyo received 85.1, which is above the average 84.68 of the 10 universities ranked 11th-20th in the World University Rankings. In the Citation section, UTokyo's moved up by 4.9 points. Our continuous efforts with the TGU initiative will promote UTokyo as the research hub and increase the number of international joint paper, leading us to a higher position in the citation section thereby increasing our overall international presence.

【 Results for the promotion of collaboration with foreign universities 】

In our 2014 Strategic Partnership project, we started to establish special relationships with 30 world-leading universities, which is a close, creative, flexible, collaborative relationship, which goes beyond the usual academic exchange agreement in order to aim to across over all faculties for globalization of the campus. As part of this, we concluded agreements or memorandum of understandings establishing strategic partnerships with the University of Cambridge (UK), Peking University (China), and the Australian National University (Australia). The following is an example of initiatives involved in the strategic partnership.

■ Strategic Partner: Australian National University (ANU)

UTokyo will develop collaborative education programs based on existing collaborative research with ANU. UTokyo and ANU will mutually exchange 25 undergraduate students to provide students with international learning opportunities through residential omnibus lectures and seminars programs at each university. Field works, lectures and summer programs with intensive seminars for students from both universities will be organized. We will look to enhance the exchange programs for graduate students, design double degree courses and increase the exchanges of doctorate students in collaboration with ANU.

■ Strategic Partner: Seoul National University (SNU)

UTokyo has strengthened its strategic relationship with SNU to promote mutual exchanges based on existing academic exchange agreements among the faculties and as well as newly concluded agreements. Collaborative conferences, symposiums, and seminars were organized at SNU. In 2015, joint events to make use of SNU's own knowledge and the latest information will be organized on our campus to plan and structure higher education programs.



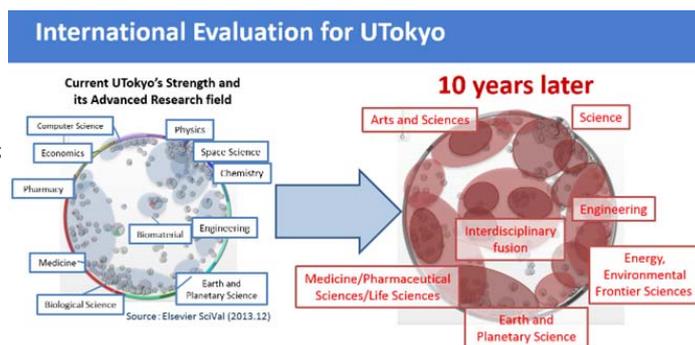
〈 A workshop at SNU 〉

■ Free description

Constructing a global campus model as the top global research university, situated in Japan

UTokyo aims to create a new global campus model as a research university in a non-English speaking region in response to globalization, taking Western universities ranking the in top 10 as models but at the same time not copying them.

Diversity is an important value today which we believe will lead to furthering UTokyo's position in the world which was achieved through the highest level of educational research carried out in Japanese. While keeping in mind the various points of globalization, UTokyo will look to actively develop programs to reach the highest level of knowledge and fulfillment.



3. FY2015 Progress

■ Common indicators and targets

Internationalization

1. New Steps for Greater Diversity

On being appointed the 30th President of the University, Makoto Gonokami, declared the importance of diversity, pointing out that since its foundation, the University of Tokyo has contributed in making the knowledge of humankind more diverse to handle global-scale issues, while ensuring collaborative efforts driven by diversity leads to development the open-mindedness within ourselves to be able to examine ourselves objectively. Special admissions systems for selecting students, such as accepting the International Baccalaureate, and recommendation-based examination, were launched to increase the admission of wider reach of potential students with diverse backgrounds. Networking for female researchers, information sessions/seminars as well as visits to high schools were number of initiatives taken to increase the number of next generation of women researchers. Communication materials and manuals in English were provided to enhance the quality of stay on campus with equal opportunity for international students.

2. Offering Systemized Curriculum for Studying about Japan

Students are able to learn about Japan in English through the new university-wide undergraduate education program "Global Japan Studies". Through this added knowledge on Japan, it is hoped that the quality of their period in Japan may be enhanced.

3. Expansion of Undergraduate Programs in English for Overall Degree and Increase the Number of Classes in Foreign Languages

In addition to the "PEAK" courses where students can obtain a degree solely using English, established in the College of Arts and Sciences, in April 2014 the "Global Science Course" was established in the School of Sciences. Students are admitted by transferring into the 3rd year. Such university-wide initiatives to increase the number of classes in foreign languages are thought to contribute towards international student mobility.



〈 Japanese Class Students 〉

4. Livelihood support by the Global Campus Promotion Office

A campus that is foreigner-friendly is being built using systems such as peer support by tutors, a one-stop service for living information, publication of handbooks and IT based information services for international students and researcher, shortened decision process to allocate accommodation timely, arranging number of multicultural counselors for the support of international students, researcher and their families, and enhancing the emergency assistance services.

University reform

1. Global Campus Promotion Office

Global Campus Promotion Office was established and has been running with three functions: Planning and Public Relations, Education Promotion, and Students Exchange. This office made it possible to take the lead on globalization of UTokyo through one single office, rather than by each faculty independently as in the past. The Planning and Public Relations section is in charge of negotiations and information gathering to build strategic partnerships with overseas universities, accounting for 65 projects selected from among applications. The Education Promotion section develops summer programs and international short tem programs overall to increase the international mobility of all students, and lastly the Students Exchange Section enhanced its support by developing IT based tutor support system, responding to housing needs due to the constant lack of accommodation and taking necessary steps to equip itself to accommodate all overseas students.

2. Accepting Overseas Researchers of Excellence through Cross Appointment System

The cross appointment system which pays a faculty's salary according to their efforts based on an agreement between the institutions and the faculty, and a system of annual salary was put in place to support the increase in overseas researchers of excellence at UTokyo.

3. Employee Training /UGA Career Development Considered

Three different staff training programs at overseas universities were launched in addition to existing programs. All participants, including technical and managerial staff, increased their knowledge on globalization, enhanced their English proficiency, and some proposed to respond to the changes of globalization, which ultimately leads to the building of a core platform, one of the objectives of our initiative.

Also, a committee for University Globalization Administrator (UGA) was formed under the Global Campus Promotion Office which has taken the lead in discussing and examining the career definition, positioning, and goals of a UGA. Visits to the University of Sydney and Princeton University were carried out for further study and exchanging of opinions about UGA.



〈 Staff Training in USA 〉

Education reform

1. Changes to the Academic Year

A new academic calendar with a four-term system was introduced, making it easier to construct courses which contributes towards international student mobility. In comparison to the two-semester system, the four-term academic year makes each component short, enabling students to choose various subjects with the flexibility to design a path to complete the courses. This adds to the on-going subject numbering system and GPA system which was brought in to produce a sense of fulfillment and enhance the level of learning. The specific steps relating to the changes in the academic calendar are in progress under the new system.

2. Examination for Selected Candidates

For the first time in its history, UTokyo has utilized the typical Japanese recommendation-based entrance selection method in 2016. This system is being brought in to enhance the diversity of students and revitalize undergraduate education.

3. Active Learning/Reform of the number of credits required to graduate

In order to change into an active learning system, the First-year Seminars were launched in 2015 as a mandatory course unit to all freshman students in cooperation with faculty members from different schools. Through tutorial-style classes with a small number of students, they learn basic academic skills including research ethics and actively learn how to comprehend and write research paper, as well as giving presentations. Reduction in the number of credits required to graduate, which is currently 146-167 credits depending on faculty (which is a lot more than other universities), has made a progress in enhancing the quality of academic units.

■ University's own indicators and targets

1. Students Traveling Abroad to Research

More than 4,000 UTokyo students traveled abroad for research including field work projects this year, an increase of 1,092 students (+132%) compared to the year before. The newly introduced academic calendar policy has enabled a flexibility in the schedule for students to study abroad.

2. Open Access to Web Schooling

UTokyo has been providing platforms such as UTokyo iTunes, UTokyo TV, UTokyo OCW in order to disseminate information to all first year students each year. The platforms above had already steered awareness towards online and allowed a smooth shift to MOOCs for open online courses. The access quantity in 2015 dramatically increased by 261% compared to that of the previous year.



〈 UTokyo TV Top Page 〉



〈 Nobel Prize Lecture by
Special University Professor Takaaki Kajita 〉

■ Initiatives to enhance UTokyo's international reputation

1. Presence at International Conferences

UTokyo actively participated in international conferences such as the IARU Presidents' Meeting (a network of ten international research-intensive universities across the globe), Japan-China-Korea Committee for Promoting Exchange and Cooperation among universities, and APRU Presidents' Meeting. These meetings have continuously enhanced UTokyo's global presence and reputation.

2. Enhancing UTokyo's Strength and Promoting Interdisciplinary Fusion

Presence of Special University Professor, Takaaki Kajita, recipient of the 2015 Nobel Prize in Physics for his discovery of neutrino oscillations, highlighted UTokyo's excellent level of research and enhanced its reputation internationally. The strategic partnership projects, one of our core platform initiatives, are in progress to advance collaboration with overseas universities in frontier fields, which will lead to interdisciplinary fusion as a research university, offering highly leading educational, research and international activities with a wide range of world-class facilities.

3. VIP Visits to UTokyo

Many VIPs visit UTokyo every year and in FY2015, the International Affairs Department has welcomed around 70 groups of delegations. Above all, visits by Princess Sirindhorn of the Thai Royal Household in April 2015, and King Carl XVI Gustaf from Sweden with the science and technology delegation in February 2016 gained attention from domestic and overseas media, which appealed UTokyo's high level educational and research activities.

【 Results for the promotion of collaboration with foreign universities 】

UTokyo started the Strategic Partnership project in 2014 to establish special relationships with world-leading universities, which is a close, creative, flexible, collaborative relationship, going beyond the usual academic exchange agreement in order to involve all faculties in the globalization of the campus. So far, 65 projects with 26 overseas universities have been supported, enabling 400 students to be sent overseas and receive 300 overseas students in UTokyo. As part of the project, we have concluded agreements or memorandum of understandings to establish strategic partnerships with 4 universities and ETH Zurich (Switzerland) was added as the 5th strategic partner university in January 2016. Related to the project, UTokyo and the following partner universities jointly organized and held university-wide symposiums: University of Cambridge (November 2015), National Taiwan University (December 2015), TUM (January 2016), Tsinghua University (March 2016), and Princeton University (March 2016), resulting in deepening of relationships and university-wide cooperation to promote educational and research activities of the students as well as faculty members.

In addition, the 2nd Strategic Partnership Symposium was held in English to share good practices by showcasing activities and future plans of unique research and academic programs with the partner universities, and more than 100 students, faculty and staff members from UTokyo, Princeton University, and University of Bonn participated. Presentations were given by the faculty members in charge of the projects, along with presentations from students who experienced exchanges abroad through these projects. The following is an example of initiatives involved in the strategic partnership.

■ Strategic Partner: Australian National University (ANU)

UTokyo and ANU mutually exchange 10 to 20 undergraduate students to provide students with international learning opportunities. The learning topic in Japan was about Mt. Fuji and participants investigated Japanese society through an interdisciplinary analysis of the mountain, and they learnt cultural landscape and environmental change in a trans-disciplinary manner in Australia. Such collaborative education programs not only promoted cross-cultural exchange but also dramatically improved the UTokyo students' proficiency in English. We will look to increase the exchanges of students in 2016 and continue to discuss exchange programs for graduate students, design double degree courses in collaboration with ANU.



〈 Discussion Session with ANU students 〉

■ Strategic Partner: Massachusetts Institute of Technology (MIT)

UTokyo has concluded a MoU with MIT as the first Asian university for the Department of Mechanical Engineering at MIT to exchange programs for undergraduate students which allow transfer of credits. Lectures are conducted through MOOCs or Skype, and joint symposiums, workshops with industry are actively organized to strengthen research exchanges. These activities have enhanced mobility from undergraduate students to doctorate students as well as faculty and staff members. MIT concluded the similar agreements with University of Cambridge and ETH Zurich, one of our strategic partners. We plan to deepen our relationships with these universities to design joint educational programs among the three universities.