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Inoue Plan 2007
— Road Map to Becoming a World-Class University—

Introducing “Inoue Plan 2007”

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As soon as I was appointed president of Tohoku University in November 2006, I established an Office of the President, and our first order of business was to develop an action plan to be implemented beginning in academic year 2007. Our work has been completed, and I am pleased to be able to introduce the “Inoue Plan 2007.”

This is a strategic action plan that reflects our unswerving commitment to the betterment of humanity, and is designed to help our institution become one of the leading universities in the world.

The Challenge of Becoming a World-Class University

Ever since Tohoku University was established in 1907, our philosophy has been to put “Research First,” to maintain an “Open-Door” policy, and to emphasize “Practice-Oriented Research and Education.” Over the years, this has enabled us to offer our students a world-class education and to carry out world-class research. Moreover, the results of our research have proven useful in solving many of the problems facing our society, and by educating leaders, we have contributed to the establishment of a just and peaceful society.

Humanity today is facing a variety of difficult and complex challenges that need to be addressed on a global basis. By applying the knowledge we have accumulated over the past 100 years, and by continuing our efforts to achieve innovation in the fields of research and education, our university is determined to play a leading role in helping humanity to overcome the various challenges that it faces today. It is this desire to contribute our share to the progress and development of human society that is driving our efforts to become a truly “world-class university.”

Challenge, Creation, and Innovation

Given our resolve to become a world-class university capable of playing a leading role in solving the problems facing humanity, we realized that in trying to direct the future course of development of Tohoku University, our efforts should revolve around three key words: “Challenge,” “Creation,” and “Innovation.” At the core must be a spirit of “Challenge” that will motivate us to achieve the level of excellence required to build the society of the future.

As a “transmitter of knowledge,” Tohoku University will aim to serve society by training large numbers of graduates equipped with an indomitable spirit and by developing human resources capable of playing leading roles in various fields on the international stage.

Further, as a “creator of knowledge,” our goal will be to use the energy generated by our spirit of challenge to create world-class knowledge and to contribute to the progress of human society by finding practical applications for this knowledge. We will promote interdisciplinary research with a transdisciplinary emphasis in an effort to find innovative solutions to problems in the areas of global warming, energy, food, life sciences, and social welfare.

Whether as a transmitter of knowledge, or as a creator of knowledge, our success will depend on our sense of determination, which will be reflected in the goals we set for ourselves. What should our objectives be as a university? What areas will require special

attention? As an “enterprise of knowledge” that welcomes input from both inside and outside the university, we will be able to develop strategies to accomplish our goals. By taking advantage of the best minds available, both within the university and beyond its walls, and by fully exploiting the capacities we have developed over the years, I am convinced that we will be able to open the way to a very bright future for ourselves as a truly world-class research-intensive university.

Tohoku University Action Plans

To pave the way toward achievement of this goal there are five areas that I intend to focus special attention on during my tenure as President: education, research, community service, the campus environment and organization/management. We have developed separate action plans to address each of these themes.

To become a top university capable of tackling the various problems facing humanity today is not something that can be accomplished overnight. We must also not lose sight of the fact that universities today are facing a very rapidly changing, extremely competitive environment. However, by making clear the steps we need to take and by combining the forces of our remarkable faculty, students and alumni, we will be able to run Tohoku University in a way that will allow all of our stakeholders to realize their full potential and move us ever closer to our goal. Although finances may be tight, we will persevere and work diligently to find a way forward. We intend to appeal to a wide variety of people both locally and around the world for assistance and cooperation as we go forth on this journey. And we also recognize that as we move toward the concrete implementation of this plan, it will be important to provide opportunities for people both inside and outside the university to offer their ideas and opinions.

In the following pages we will share with you our vision of the future mission and direction of Tohoku University, and I am convinced that with your help we will become a university that is trusted, respected and loved by the surrounding community, one that will contribute significantly to the advancement and prosperity of the human race. As I

present to you the “Inoue Plan 2007,” let me emphasize once again my resolve to transform Tohoko University, within the next 10 years, into a world-class institution that will be ranked overall among the top 30 leading universities in the world.

1. Education

In our capacity as a “transmitter of knowledge,” we will restructure the system of instruction we use to pass along our store of accumulated wisdom, and to fulfill our role as a “creator of knowledge,” we will strive to produce future leaders with a strong liberal arts background, specialized expertise, and an international outlook.

1.1 Improve the quality of our liberal arts program, which is the heart of a university education

A. Formulate an original liberal arts curriculum for Tohoku University

Background

A sound education in the liberal arts is absolutely essential for our students because it helps them to become mature human beings with a world-embracing vision and establishes a solid foundation for further specialized training. It is also indispensable to our goal of promoting interdisciplinary research. After the university eliminated its Faculty of Liberal Arts, we tried to achieve a ‘transformation in learning’ by developing an original liberal arts curriculum consisting of a system of basic seminars, but if we are to produce large numbers of leaders capable of serving on the international stage, it will be necessary for us to significantly improve the quality and diversify the content of our liberal arts program.

Plan

1. Develop a curriculum that will motivate students, and impart a high-level of education in the liberal arts.
2. Reinforce English language education with special emphasis on improving communication skills.
3. Develop an advanced information-oriented learning system that takes full advantage of IT and multi-media technologies.
4. Promote internationalization of our undergraduate students by introducing an overseas internship program.
5. Implement a liberal arts curriculum for graduate students.
6. Consider establishing a special scholarship program for students of especially high ability.

B. Improve the system of implementation of our liberal arts training

Background

After the Faculty of Liberal Arts was eliminated, the Center for the Advancement of Higher Education took on primary responsibility for overseeing our liberal arts program. However, if we are to raise the level of our undergraduate education in the liberal arts, this system will need to be upgraded. We will also need to acquire a liberal arts faculty with a wide range of knowledge and experience, especially in the area of international communication, and it is particularly urgent that we design our lectures so that undergraduate students develop a love for research that will encourage them to continue on to undertake graduate studies.

Plan

1. Take steps to significantly improve the quality of our faculty and aggressively recruit enthusiastic teachers who are eager to promote liberal arts education. Review our incentive structures and evaluation systems for these faculty. 2. Establish a system allowing retired professors with a wide range of knowledge and extensive research experience to teach liberal arts education as “Specially Appointed Professors” (tentative title). 3. Determine the type of organizational structure that can best clarify the meaning and purpose, monitor the overall effectiveness of our liberal arts program, and be responsible for hiring the necessary faculty.

1.2 Raise the level of our professional and graduate school training to promote knowledge creation

A. Restructure our graduate school curriculum

Background

As is the case with other national universities, ever since graduate education became a major function of the university, we have maintained a system comprised of a 4-year undergraduate course, a two-year master’s course, and a 3-year doctoral course. In the future, however, if we are to develop into a world-class research-intensive university, it will be necessary for us to promote continuity between our undergraduate and graduate programs, and our research-intensive professional training programs will require a more diverse curriculum to allow students of various capacities to achieve high levels of

proficiency and achievement. We must also be able to attract students to our doctoral programs and train graduate students capable of presenting and discussing their research internationally.

Plan

1. Once a sound foundation has been established in the liberal arts and in the various undergraduate majors, clear achievement goals must be set for advanced education at each graduate school. Achievement of these goals will require an original curriculum that flexibly combines the undergraduate (4-year), graduate (2-year), and doctoral (3-year) programs.
2. Study introduction of an early graduation system for students with demonstrated proficiency and achievement.
3. Study introduction of a system of education that is taught in English all the way from matriculation through graduation.
4. Implement an overseas internship program for graduate students.
5. Compete aggressively for faculty members from other countries.
6. Use the new faculty management system to improve the quality of education in the various areas of specialization.
7. Reallocate graduate student enrollment limits.

B. Establish a new implementation structure for graduate school programs

Background

The new faculty management system that went into effect in April 2007 calls for a basic faculty structure consisting of professors, associate professors, senior assistant professors, assistant professors and research associates, and clarifies the job descriptions of each of these positions. Faculty with a rank of associate professor or higher have the ability to carry out their own independent research, and assistant professors are allowed to teach graduate level courses. This new system makes it possible for us to increase our areas of specialization, design more flexible curricula, revise our system of classes, and upgrade our educational and research systems.

Plan

1. Reform our present system of graduate education (fields, courses, majors, etc.) to make the graduate program of each research department more efficient and effective.
2. Devise strategic research programs in each graduate school designed to

promote research-based education and strengthen ties with International Advanced Research and Education Organization.

C. Promote internationalization of education

Background

To become an open, international university, we will need to both attract talented international students from all over the world and to provide our own undergraduates with opportunities to study abroad. This will give our students a chance to interact closely with people from other countries, and will enable them to establish a network that will continue to bear fruit long after graduation.

Plan

1. Establish a global network of world-class universities and educational institutions, and promote effective exchange activities. 2. Invite enthusiastic and highly talented students from around the world to study at our university as exchange students, with the aim of training human resources that can contribute to the progress of human society in various countries. To this end, we will need to improve our Japanese-language training programs for exchange students and consider implementation of educational programs that use English as the language of teaching. 3. Establish programs, including overseas internships, to enable eager and capable students from this university to study at world-class universities in other countries. 4. Help our students to improve their ability to communicate internationally by encouraging them to attend international conferences and symposia.

D. Train high-level researchers capable of developing new interdisciplinary fields of research

Background

This university has established an Institute for International Advanced Research and Education where students interested in interdisciplinary studies can pursue an integrated 5-year program of study. Furthermore, we are now working to establish a new Institute for International Advanced Interdisciplinary Research to train world-class

researchers and to provide further independent research opportunities for talented post-doctoral researchers.

Plan

1. Establish a Tohoku University International Advanced Research and Educational Organization consisting of the Institute for International Advanced Research and Education, and the Institute for International Advanced Interdisciplinary Research.
2. Develop a new curriculum for training researchers in the field of interdisciplinary studies.

E. Evaluate the results of our professional school programs, and implement improvements

Background

In order to fulfill our role as a creator of professional human resources capable of taking on leading roles in various fields in our society, we have established a Law School, a School of Public Policy and a Graduate School of Accounting. As regards the future development of these professional graduate schools, we will have to carefully monitor their activities in view of the changing needs for professionals in our society and strive toward continual improvement in these programs.

Plan

1. Develop a practice-oriented course in which the respective roles and functions of the research staff and professional teaching staff are integrated and allocated appropriately.
2. Study implementation of an integrated curriculum which would allow students to complete their undergraduate and professional graduate school training in 6 years.
3. Study establishment of a professional graduate school in the field of education.
4. Study establishment of a system that would allow working adults to study at these professional graduate schools.
5. Work to improve the learning environment at these schools.

1.3 Development of a New Educational System

A. Expanding our education through e-learning

Background

There is strong demand for the university's knowledge from many sources, including people from other countries who are seeking an advanced education, those studying at remote campus locations who require lectures that are delivered efficiently, and citizens in the local community and surrounding districts, who look to us to provide a diverse range of lifelong learning opportunities. We are now living in the age of the Internet, and the university can use this global network to satisfy these types of demand for knowledge. The Internet also has the merit of enabling us to significantly enhance academic exchanges with other schools with which we have academic exchange agreements.

Plan

1. Use the Internet School of Tohoku University (ISTU) and the Tohoku University Repository (TOUR) to deliver lectures efficiently to students at remote campus locations. High-quality lectures should especially be made available to those top students carrying out field-based research under the auspices of the Institute for International Advanced Research and Education. 2. Study using the Internet to conduct joint lectures and courses together with schools with which we have academic exchange agreements, and establish a credit transfer system. 3. Establish a system to allow working adults to enroll in Internet-based educational programs.

B. Reinforce our links with private companies and other outside agencies through a system of “endowed chairs” (chairs funded by outside agencies)

Background

It is important for a university as an educational institution to open its doors to cooperation with private corporations and other outside agencies. During this present period of rapid social and economic transformation, the opportunity to learn about state-of-the-art practices from experts in industry or other outside institutions can be of significant benefit to our students.

Plan

Study the study the establishment of donated courses by companies or other outside agencies.

1.4 Improving student support systems

A. Activate of extracurricular activities

Background

In addition to their academic studies, it is important for students to participate in extracurricular athletic or cultural activities in order to establish friendships and learn to work with others in a social setting. These activities also help to give students a sense of identity with the university and are an important means of creating unity within the university as a whole.

Plan

Use the soon-to-be-established Tohoku University Fund and the Tohoku University Foundation for (1) support of the activities of the Extra-curricular Activities Association and (2) study of the establishment of facilities for extracurricular activities.

B. Promote the dissemination of information with regard to career planning options after graduation

Background

It is important for the university to be able to provide detailed career planning information to students graduating from undergraduate and graduate education, and it will also be important to offer students opportunities to learn outside the university as they plan for their futures.

Plan

1. Upgrade and improve the Career Support Center. 2. Offer internship programs both in Japan and overseas. 3. Secure positions at the university for post-doctoral researchers.

1.5 Develop an admission strategy for highly motivated students

A. Improving student recruitment

Background

Tohoku University has a proud history as the third oldest national university in Japan. As one of the few research-intensive universities in the country, it has produced a significant amount of international level research and has educated many students for positions of leadership. We hope to recruit students who are attracted by our educational philosophy and who are eager to study at a research-centered university. It is essential, therefore, for us to develop strategies to reach high school and university students and make them aware of our university's advantages, strengths, and history of accomplishment so that they can appreciate the high level of education we offer.

Plan

1. Create an easy to understand website aimed at high school students through which information about the university can be disseminated and PR activities can be conducted (undergraduate school). Further, develop another website to publicize the research activities and results of research conducted at the university (undergraduate/graduate schools).
2. Reinforce ties between high schools and the university through establishment of a trial enrollment system, and increase opportunities for potential students to learn about our research activities by supporting integrated studies program at the high school level (undergraduate school).
3. Publicize our status as a research-intensive university by actively reporting the results of our research at academic conferences (graduate school).
4. Invite college students to attend admission information session where they can learn about our graduate school programs (graduate school).
5. Improve the quality of the Tohoku University Repository (TOUR) (graduate school).

B. Improve methods of admission

Background

Tohoku University is presently admitting highly motivated students through a general entrance examination, an Administration Office (AO) Exam and a recommendation entrance examination. It is highly desirable to take steps to maintain or improve the academic level of students admitted through the AO exam and recommendation entrance examination, during the period between admission and actual matriculation. At the graduate level, as transfers from other universities become more

common, we will need to develop an admissions system capable of evaluating the qualifications of applicants as researchers and etc.

Plan

1. Study implementation of an admissions system that takes into account not only academic knowledge, but also the research activities of high school applicants (undergraduate school). 2. Develop a system by which students admitted by AO exam or recommendation examination can attend lectures at the university or visit research laboratories (undergraduate school). 3. Establish a worldwide recruiting network that includes the Tohoku University alumni associations (undergraduate /graduate schools). 4. Improve the quality of our laboratory websites (undergraduate /graduate schools).

2. Research

As a “creator of knowledge” our goal must be to develop original, innovative research structures capable of producing world-class research results through strategic, original research as well as through basic research carried out with a long-term perspective.

2.1 Reinforce the research foundations of Tohoku University as a “research-intensive university”

A. Promote strategic research aimed at finding solutions to the challenges facing the world today

Background

The call for applicants to conduct strategic research in areas related to various pressing challenges facing human society today is on the rise. Because of our special emphasis on practice-oriented research and education, Tohoku University has a special responsibility to respond to these types of strategic research needs. Our university already has a record of producing top level research results in the fields of technology/materials, information/ communications, physics, and chemistry. We must now work to promote original research and scientific development in areas that are expected to be important to mankind in the near future, and we must enhance our capacity to propose and develop entirely new fields of study.

Plan

1. Restructure our support system for strategic research so that we are better able to apply Tohoku University’s research “seeds” to existing “needs” in today’s world. In addition to programs that allow researchers to conduct their own independent research, establish a system whereby the President of the University can take advantage of his institution-wide perspective to propose research programs.
2. Establish a World-Top-Level (WTL) Research Center program at Tohoku University.
3. Make efforts to win an increased number of competitive research grants, such as Global COE programs, etc.
4. Establish a system to recruit top-level researchers from around the world, and develop a system for nurturing our own university researchers (university professors, etc).

B. Achieve world-class status rapidly by focusing on specific areas of research

Background

The Japanese government's Council for Science and Technology has developed a "Science and Technology Basic Plan" (adopted as a Cabinet decision on March 28, 2006) that includes the life sciences among four basic areas deserving of particular research emphasis. These four areas are life sciences, information/communications, environmental science, and technology/materials. The Ministry of Education, Sports, Culture, Science and Technology has also established a program to promote translational research to help find practical applications for basic findings of life science research.

Plan

1. Establish a research system which will clarify the correlation and respective missions of the present life sciences (life science, agriculture, medicine, dentistry, pharmacology, etc.). 2. Consider improving the efficiency of our life science-related research by constructing a new building for Graduate School of Life Sciences.

C. Improve the quality of basic research from a long-term perspective

Background

We know that social conditions and the types of scientific challenges facing humanity will change greatly over time. It is only by nurturing a diverse range of basic research that we will be able to respond to these changes through focused strategic research or through the creation of entirely new fields of study opened up by basic discoveries. As a top-level university, it is essential that we establish a solid long-term program supporting basic research.

Plan

1. Effectively reinforce the foundations of basic research by acquiring adequate research funding to allow our scientists to conduct their own original research. 2. Take advantage of the new faculty management system to allow young researchers to conduct original research, and promote the establishment of research teams whose membership is not limited to any particular field of study. 3. Specify clear, multi-year objectives for each department, major, research team, and teaching team. Make this information available in

a public database. 4. Develop a clear system of evaluating the progress toward the goals outlined in (3), and publish the results of the evaluations. 5. Establish a “Center for the Support of Basic Research” (tentative name) to promote and support original thinking and research among researchers in all departments.

2.2 Meet the challenge of opening new key fields of research

A. Establish the Tohoku University International Advanced Research and Educational Organization

Background

In order to create new fields of study, it is becoming increasingly necessary to conduct interdisciplinary research. Successful interdisciplinary research depends on the development of young researchers with wide-ranging vision capable of looking at problems from many different perspectives. Tohoku University is ahead of other universities in this field, having already established an Institute for International Advanced Research and Education, and work is now underway to create a new “Institute for International Advanced Interdisciplinary Research.” We have also established the Tohoku University Biomedical Engineering Research Organization (TUBERO) to conduct leading-edge research in the medical engineering field.

Plan

1. Create the Tohoku University International Advanced Research and Educational Organization, which will consist of the Institute for International Advanced Research and Education and the Institute for International Advanced Interdisciplinary Research. 2. Promote interdisciplinary research fields such as medical technology using the talents of young full-time faculty (associate professor, professor), and post-doctoral students. 3. Appoint retired professors who combine deep and wide-ranging knowledge with rich practical experience and proven teaching ability as “professors by special appointment,” and establish a system by which they can teach young researchers and evaluate their research findings.

B. Promote translational research

Background

It is urgent that we take measures to promote a coherent program of translational research designed to find clinical applications for discoveries being made in the rapidly advancing field of life sciences and other basic medical research.

Plan

Establish a “Translational Research Center” that will specialize in finding clinical applications for the results of innovative medical research, with the aim of increasing our international competitiveness, raising medical standards, and helping to improve the health of the general population, and establish a system for training human resources to work in the field of translational research.

2.3 Cooperative research as part of an international research network

A. Promote cooperative research through the establishment of a global network

Background

In order for our institution to become a top-ranked university, we must take steps to improve the quality of our research by conducting top-level cooperative research with other internationally recognized universities and research institutes.

Plan

1. Promote cooperative research with internationally recognized universities and research institutes through an international academic network. 2. Promote cooperative research through academic exchange agreements with other schools. 3. Promote strategic academic exchange agreements with internationally recognized universities and research institutes. 4. Make a university-wide effort to develop and utilize overseas branch and liaison offices to help establish a strategic global network linking Tohoku University with internationally recognized universities and research institutes.

B. Promote international research by front-line research staff from around the world

Background

To promote international research at Tohoku University, it will be important to gather top-level young international researchers in various disciplines and work together on cooperative research activities.

Plan

1. Recruit actively on an international scale for researchers and faculty members. Aggressively recruit talented young researchers from around the world to work on Global COE research projects, and others. 2. Establish support systems for international researchers and faculty members.

3. Contribution to Society

3.1 Our basic contribution to society as a world-class university

A. Produce human resources that can play active roles internationally

Background

One of the greatest contributions that Tohoku University can make to human society is to produce highly skilled human resources in various fields who can work to ensure the survival and improve the living standards of human beings at the local, national and international level. Our university's philosophy has been to put "Research First," to maintain an "Open-Door" policy, and to emphasize "Practice-Oriented Research and Education," and as such we have a long record of producing human resources to serve the needs of our nation and of the world.

Plan

1. To produce human resources capable of thinking about problems from an international perspective, we will adopt the following educational strategies: improve the quality of our liberal arts education, strengthen our graduate school programs, and promote interdisciplinary research and education. 2. To produce human resources capable of serving the needs of human society around the world we will welcome exchange students from other countries, and develop a new system of education at Tohoku University where exchange students and Japanese students can work together.

3.2 Reinforce ties with the local community

A. Contribute to policy-making at the local and national levels

Background

A university is expected to serve the surrounding community in many ways. Our university is no exception, and we have long had close ties with the local community. Many of our faculty members have served on various policy-making committees at the local and national levels. In future, while preserving our educational and research independence, we will strive to reinforce the connections between our educational and research activities and the needs of local and national government agencies in order to promote our mutual growth and development.

Plan

1. Continue the services we have provided in the past and actively participate in policy-making activities at the local and national levels. 2. Establish a group of experts to work with the local community on developing strategies to implement both before and after a possible Miyagi-oki earthquake. 3. Establish a system to identify and respond to the needs of the local community for medical-related and other services.

B. Contribute to local education and culture

Background

Tohoku University has long had the practice of sharing its research and educational findings with the local community. In recent years we have conducted “Science Café” and “Science Angel” activities in the community and have organized public lectures not only in Sendai, but also in many other venues around Japan. Our efforts to transmit our knowledge to the community are highly regarded.

Plan

1. Continue our practice of organizing public lectures, and develop and implement plans for other activities in response to requests from the local community. One such activity may be Science Café gatherings where we try to stimulate the public’s curiosity by sharing the results of our research in the humanities and social sciences. 2. Promote closer ties with municipal, prefectural, and national museums. 3. Study ways of improving the quality and promoting the more widespread use by the public of the University Library, Botanical Gardens, Tohoku University Museum, and Tohoku University Archives.

C. Create a Consortium of Advanced Education and Research Institutions in Sendai

Background

The Sendai region has already seen the formation of “The Academic Consortium of Sendai,” the purpose of which is to stimulate the mutual advancement and pool the intellectual resources of various advanced educational and research institutions in the

area. Tohoku University has close ties with all the universities, other post-secondary institutions and public offices in the Tohoku region, and to further our mutual ability to serve the public interest, it will be important to establish an organization to promote cooperation among these entities.

Plan

1. Cooperate with universities and other post-secondary institutions in the Tohoku region to establish a “Tohoku Education Consortium” and a “Tohoku Research Consortium”. 2. Consider establishing a credit transfer system that would cover distance and e-learning arrangements and a system to allow working adults to receive recurrent education. 3. Promote cooperative inter-university research projects in association with our proposed Science Park concept.

3.3 Reinforce ties between business, academia, and government

A. Promote research cooperation among business, academia, and government

Background

Our university, with its commitment to practice-oriented research and education, has a long record of successful research cooperation with private companies trying to develop practical commercial applications of research results. We will maintain this tradition in the future, recognizing the importance of conducting research that will produce practical results.

Plan

1. Organize our research “seeds” from an international perspective, and conduct cooperative research whenever we find a match between these “seeds” and corporate “needs.” 2. Organize a new Business Round Table for small and medium-sized enterprises in order to actively explore possibilities for connecting our research ‘seeds’ with community “needs.” 3. Build a Science Park to nurture venture companies through practical (applied) research. 4. Review and evaluate the functions of the existing Tohoku University Office of Cooperative Research and Development and reorganize as required.

B. Take steps toward realization of our Science Park concept

Background

Our university has a long history of producing results and applying them in service to the community. The existing Tohoku University Office of Cooperative Research and Development was established to facilitate the flow of development from basic research to applied research, and then to commercial application, but it would be highly desirable to take this a step further by establishing a central “place” where researchers and research institutions can gather together, combine their “knowledge” and integrate their “functions.”

Plan

1. Establish a Science Park with the above functions at the Tohoku University Aobayama New Campus. 2. Organize a New Round Table for discussions between the university and companies that have established cooperative organizational agreements with the university. 3. Invite companies and institutions capable of conducting cooperative research projects at the Science Park.

C. Nurture venture businesses

Background

There are many small and medium-sized enterprises in the Tohoku region, and they are imbued with Tohoku’s unique entrepreneurial spirit. However, because of the difficulties involved in conducting high-level research and in developing the required intellectual abilities, many valuable research “seeds” may become lost in the mix. It is hoped that by making our knowledge available to venture companies, we may succeed in creating innovative technologies on a world-class level.

Plan

1. Promote cooperative venture-oriented research while taking steps to clarify the status of intellectual property rights. 2. Organize a community of venture companies initiated by Tohoku University and consider establishing a Venture Business Department at the Science Park.

3.4 Actively disseminate our research and educational results

A. Dissemination of research and educational results to researchers

Background

Top world-class universities have created archives accessible to the public where all the research and educational results generated within the university are stored. We have begun to collect information in order to form such an institutional repository.

Plan

1. Reorganize and upgrade the Tohoku University Repository (TOUR). 2. Link the University database to the Tohoku University Repository and study ways to establish a system to facilitate more widespread use of the stored data.

B. Dissemination of research and educational results to the general public

Background

One responsibility of this university is to serve the community by working to acquaint as many people as possible among the general public with our research and academic results. Especially from the point of view of accountability to our stakeholders, explaining our activities to the outside community is an important function of Tohoku University as an institution that prides itself on being “Open to the community and open to the world.”

Plan

1. Establish closer ties of cooperation with the four major media (newspapers, magazines, television, and radio) in the area. 2. Create a section within the university’s website to explain in an accessible manner the results obtained at the university. 3. Utilize the Science Café program to satisfy the curiosity of the general public about the results of our basic research in both science and the humanities. 4. Improve the academic information database containing the research and academic results produced at the university.

C. International Strategic Public Relations

Background

There are many areas of research at Tohoku University that are among the top-ranked in the world. However, in order to increase our level of recognition internationally, we will need not only to maintain and improve the quality of our work, but also to take steps to more effectively disseminate information about our university to the world at large.

Plan

1. Improve the quality of our English-language website. 2. Actively recruit talented young researchers from both Japan and overseas. 3. Consider instituting a 'Fellow Professor' and 'University Professor' system. 4. Promote more academic exchange agreements with other institutions. 5. Study ways to sponsor more international research conferences and meetings. 6. Promote the planning of public relations work utilizing overseas media. 7. Help to disseminate the results generated by academic exchange agreements by reinforcing the functions of the Internet School of Tohoku University (ISTU).

4. The Campus Environment

Establish a world-class campus environment to support the diverse range of research and educational activities that will need to be carried out by the university in its capacity as a “creator of knowledge” and as a “transmitter of knowledge.”

4.1 Creating a campus environment appropriate for a world-class university

A. Clarify the costs of campus improvement, and study methods of implementing those improvements

Background

For our institution to be considered a truly world-class university it is essential that we upgrade our campus environment and other “hardware” assets. We presently have five main campuses, in Katahira, Kawauchi, Aobayama, Seiryō and Amamiya, and the Aobayama New Campus is now scheduled for construction (involving the sale of the Amamiya campus and the south section of the Katahira campus). In order to achieve steady progress in the planning and construction of world-class campus facilities, it will be necessary to obtain accurate estimates of the costs involved, carefully monitor the availability of government subsidies and explore a wide range of other funding options. Based on this information we must determine appropriate methods of implementation, and draw up funding proposals.

Plan

1. Promote efficient and strategic improvement of the campus environment by selecting the most appropriate method(s) of implementation for each particular type of facility to be established and drawing up suitable funding proposals.
2. Concurrent with work to finalize details of the Aobayama New Campus Master Plan, we must determine the most appropriate construction methods for the Aobayama New Campus project and draw up and implement suitable funding proposals that are based on the results of a study of the most effective use of the present Amamiya campus property, including a careful reassessment of land price and location-related trends at that location.
3. Existing facilities will be inspected and evaluated, and plans drawn up to repair or replace aging infrastructure. Methods of implementation of these repairs will be studied and determined,

funding plans drawn up, and then the plans must be executed. 4. Determine appropriate methods of upgrading campus amenities, draw up funding plans, and execute these proposals.

B. Aobayama New Campus: Create a model international campus, including a research center for Interdisciplinary Studies

Background

The Aobayama New Campus has the potential to become a model campus that meets the highest international standards in terms of the level of education and research conducted, the educational and research environment, the living environment, and harmony with the natural environment. Work on this campus must proceed, with special emphasis on finding a satisfactory location for research facilities to specialize in Interdisciplinary Studies.

Plan

1. As regards the Aobayama New Campus, the required environmental impact study must be completed as soon as possible so that land preparation and construction may commence. 2. Using the Aobayama New Campus Master Plan as a base, draw up concrete plans for establishing a world-class campus. 3. These concrete plans should include plans for installation of a full complement of sophisticated world-class experimental equipment, establishment of a research group to conduct top-level interdisciplinary research, efficient methods for connecting the present Aobayama campus to the new campus, establishment of transportation links, a University House, a Guest House, an International School, and so on. By their nature, many of these elements will require outside cooperation for their realization, so it will be important to gain the understanding and cooperation of all concerned parties.

C. Katahira Campus: Redevelop this campus, focusing on the enhancement of its functions as the administrative center of the university

Background

The southern section of the Katahira campus is scheduled to be sold, but no overall plan is yet in place as to what should be done with this campus thereafter. The

Katahira Campus is not only the present administrative center of the university, it is also the original site of the university. As such it serves as the “Symbol of Tohoku University,” and functions as the nerve center for our administration. Improvements in the professional schools and various research-related facilities at this campus are urgently needed.

Plan

A redevelopment plan shall be drawn up for the Katahira campus that takes into consideration its significance as the symbol of our school. We will study the establishment of an urban-type academic space here that exploits its convenient location with easy access to Sendai Station, while paying careful attention to the effective use of existing facilities and property.

D. Kawauchi Campus: Improve amenities and security

Background

The Kawauchi campus is the “face of the university,” insofar as this is where freshmen spend their first year as college students. However, the facilities at this campus are becoming cramped and are beginning to deteriorate, so improvement of campus amenities is highly desirable. It is important that we give priority to beautification of the campus premises, and to upgrading campus facilities, in order to provide our students with a better environment for study and for personal development, and to help us attract new students at a time when the birthrate is low and society is aging rapidly. Moreover, given that our university consists of multiple separate campuses, the matter of securing safe and convenient means of transportation between campuses is another important challenge.

Plan

1. Beautify the Kawauchi campus in light of its role as the “Face of the University,” and upgrade amenities related to student campus life. Renovate the Kawauchi Kita campus student center, construct parking facilities, make the library more comfortable to use, and study ways to promote the “integration of learning and living” (i.e. establishment of a University House for undergraduates, etc.) by drawing up plans for redevelopment of the areas immediately surrounding the campus. 2. Study improving

the amenities at other campuses as well. 3. Promote campus security by improving traffic safety and emphasizing crime prevention.

E. Systematically introduce new fields of study related to our core research domains, and increase the utilization efficiency of our facilities

Background

At present, Tohoku University uses a dispersed campus system, and this is sometimes an impediment to travel within a given core research domain, as well as to interdisciplinary research. It is hoped that these issues will be addressed in the Technology Center for Research and Education Activities master plan, which is presently under development and by more efficient use of the Technical Support Centers on the various campuses.

Plan

1. Study the systematic introduction of new fields of study related to our core research domains in order to create synergies and pursue innovative interdisciplinary research. 2. Take full advantage of the Technology Center for Research and Education Activities to promote more efficient utilization of our facilities. Also study the possibility of having technical staff at the university design an information/data search engine for use within the university.

4.2 Campus environment: environmental and safety issues

A. Establish a system of accountability for environmental protection and safety management

Background

Environmental pollution and energy consumption are important issues for the university to deal with. Moreover, establishing a safe and healthy working environment is a fundamental precondition for improvement of our university's research and educational activities and for raising the level of medical care at the university hospital. The more advanced and innovative scientific and medical technologies become, the more important it is to ensure the safety of our research and educational activities.

Plan

Establish a single, integrated organization to oversee environmental protection on a comprehensive basis, including sewage treatment and waste management, and to oversee safety management in order to reduce the risk of accident and injury during the research and educational activities. Set up a single contact point for communication between the university and government agencies to enable us to respond more quickly and efficiently to any issues that may arise. Unify management of all information relating to environmental and safety issues, ensure consistent management of all environmental and safety facilities, work toward achieving compliance with ISO 14000, and review operations at our Energy Service Company (ESCO) projects.

B. Reinforce our strategies for coping with the predicted Miyagi-oki earthquake

Background

Maintaining campus safety involves development of appropriate crime and disaster prevention strategies. Of these, implementation of effective strategies to cope with the risk of uncontrollable natural disasters (event risk) is important if we are to be able to maintain university functions and respond to the needs of the community in the aftermath of such events. This is particularly important in view of the predicted likelihood of a major earthquake in the Miyagi-oki region. Such an event would be associated with a number of risks, including destruction of our educational, research, and administrative assets, as well as incidental damage to surrounding property.

Plan

Establish a “Tohoku University Earthquake Countermeasures Project” with the aim of making our campuses more disaster-proof. Establish closer ties of cooperation in the area of disaster countermeasure strategy with Sendai City, Miyagi Prefecture, and national government agencies, conduct comprehensive inspections and upgrades of university systems, and carry out realistic emergency drills on the basis of disaster simulations.

4.3 Install the basic information/communications and media infrastructure needed for university administration

A. Establish a systematic, university-wide information infrastructure

Background

Recent advances in information technology have made the establishment of information infrastructure an indispensable element of any organizational infrastructure. The digitization and effective use of electronic information has significant advantages. Information can be disseminated more easily, and management costs are reduced. At the same time, the enactment of stronger laws designed to protect personal information and prevent unauthorized access to information have placed a heavier responsibility on the organizations in charge of managing this information. The university faces many challenges in this regard, including establishment of an integrated university-wide information infrastructure, implementation of strategies to ensure information security, ensuring compliance with legal requirements, and development of human resources with specialized expertise in information management. It is essential that we provide those faculty members and staffs of our staff who have expertise in this field with adequate funding to systematically develop a university-wide information infrastructure.

Plan

In order to rationalize and increase the efficiency of overall office operations, reduce costs across the board, improve the quality of services provided to students and faculty, reinforce security measures, reduce risk of liability, promote improved communication, reinforce our ability to disseminate information, strengthen ties with alumni organizations, and improve the university brand, we will reorganize our system of accountability for the promotion of an information infrastructure, and draw up an information infrastructure action plan. We will study ways of including the costs involved in the university's base improvements budget. We will promote establishment of a single university-wide information infrastructure integrating all the information systems, organizations and systems that support our increasingly sophisticated educational and research activities.

B. Improve functions of the library as a source of academic information

Background

The environment surrounding the use of libraries has changed rapidly in recent years. In addition to traditional print media, increasing emphasis has come to be placed on collecting a more diverse range of information, especially digital information. Our university presently uses statistics on access and user numbers to charge users for the full cost of acquiring electronic journals, and from the viewpoint of the university as a whole, our budgeting systems for covering costs in this area are woefully inadequate. When the New Annex is completed at the Aobayama New Campus (Science library), present plans call for our university's library facilities to be reorganized and integrated into three libraries: the Main library, Medical School Library, and New Annex library.

Plan

1. Libraries are recognized as the central sources of academic information at this university. Library functions shall be upgraded as appropriate to discharge this function.
2. The costs of electronic journals and other academic information-related contents shall be included as overhead in the university budget.
3. Study ways to reorganize the library management structure to increase the efficiency of office operations at the main and annex library facilities.

5. Organization / Management

Establish a management infrastructure with a sound financial base capable of transforming our university into an “enterprise of knowledge” that can adapt to changes in the environment surrounding the university and better respond to the needs of the times.

5.1 Reinforce university-wide administrative management

A. Clarify the administrative and operational structures, and improve communication with departments

Background

A new system of governance is required that allows the president of the university to exercise leadership, gives the trustees and vice-president supervisory and executive functions as regards management of the various administrative offices, and calls for a close working relationship among all parties to facilitate rapid strategic development. Enriching the flow of communications between the administration and the various departments is an essential prerequisite to achieving a responsive and efficient administrative structure.

Plan

To increase the speed and improve the quality of strategic planning, we must upgrade our agenda setting system. For more rapid and efficient strategic deployment, we will need to simplify the trustee and vice-president structure within the main administrative system, clarify and appropriately allocate the administrative functions of the offices of the trustees and of the vice-president, respectively, and establish an evaluation system for the trustees, vice-president and department heads based on clearly defined mission statements. Establish a Department Chair Meeting to facilitate communication with the president, trustees and vice-presidents on various issues.

B. Disseminate information regarding the activities of the Office of the President

Background

To function effectively, the Office of the President must work closely with the trustees and vice-presidents on strategic development. Matters pertaining to education are

sent to the Education and Research Council, and matters pertaining to administration are referred to the Management Committee for further consultation. Final approval is then obtained from the Board of Directors. Concomitant with this process, it is also important for the Office of the President to inform the members of the university about its activities, to give people an opportunity to offer their opinions and suggestions, and to then incorporate these ideas into its activities.

Plan

The Office of the President shall make timely disclosures of its diverse and varied activities at meetings with the trustees and vice-presidents and at meetings of the Department Chair Meeting. The Office of the President will also use its website and other digital media to fully share the contents of its activities with all the members of the university community.

C. Create a more efficient and effective system of administration

Background

When we consider the internationally competitive environment surrounding universities today, it is clear that we must bring our administrative office structures and the staff up to international standards. We will need to transform our management culture, and create an administrative structure that will energize our workplace, and enable us to break away from old, long-standing patterns that date back to the days when our staffs were government employee. We need to be able to manage the university in an independent, disciplined manner, and must acquire the capacity to make decisions rapidly and flexibly to cope with changing circumstances. We must be able to support the educational and research needs of a university that is aiming to become one of the leading schools in the world, and our office management system must incorporate an effective set of internal controls so that we can take full advantage of the power of our organization and of the people in it.

Plan

1. Take steps to rapidly implement the recommendations of the task force studying the reorganization of the office management department. 2. Considering our need to establish an administrative structure commensurate with the needs of a world-

class university, we will need to revise our organizational structure and our personnel management systems. Free of attachment to conventional patterns, we must be open to ideas based on innovative models that have been successful elsewhere. We must redesign our office operations to improve operational efficiency and upgrade our capacity. We must streamline our office management system, even considering the option of eliminating some departments. We must clearly allocate responsibilities to the trustees and vice-presidents, and clarify the chain of command within the administrative system. We must recruit and train human resources capable of supporting the operations of a world-class university.

D. Establish a university-wide risk management system, and reinforce compliance

Background

At any university there is a daily risk of the occurrence of a variety of incidents and accidents. A university must be able to manage such events and deal with them expeditiously if it is to operate smoothly and gain the trust of the general public.

Plan

Set up a university-wide risk management system to make an accurate accounting of potential risks (office risks, information security risks, compliance risks, event risks), respond to these risks appropriately and quickly, provide explanations to stakeholders, and ensure a level of social responsibility commensurate with our status as a world-class university. Also, take steps to reinforce our compliance system.

E. Increase our international competitiveness by revising the strategic management of our human and material assets

Background

For our institution to be able to compete on the same level as other world-caliber universities, it is important that we optimize the capacity of our organizational structures and develop a system to strategically allocate a limited personnel budget. Furthermore, beginning in 2008, a nationwide university evaluation system will be implemented under which the level of performance of each field of study at each university in Japan will be evaluated and the results published. These evaluations will be taken into account by the

national government when allocating operating subsidies. At present, the assets of each department are, in principle, managed by that department, so it will be necessary for us to institute a system to allow a more efficient use of resources across sectors.

Plan

Aim to establish a system of university administration capable of sustaining the type of strategic deployment needed for us to become a world-class university. 1. Study the introduction of a system that will allow us to allocate labor costs and distribute personnel more flexibly and strategically, while keeping in mind the importance of basic research and the need to maintain a diversity of academic domains and values. 2. In order to use the facilities of our university more flexibly and efficiently, study ways of increasing their utilization efficiency by means of an interdepartmental facility management system.

5.2 Reinforce our financial foundation

A. Establish a stable, independent financial foundation

Background

The Japanese government's "Key Policies for Administrative Reform (Cabinet decision, December 24, 2006)" calls for a 5% reduction in personnel costs for national universities in 5 years. Operating subsidies are subject to an annual 1% coefficient-of-efficiency reduction, (hospital departments are subject to a 2% coefficient of management improvement). To quickly establish a solid financial foundation to support our research and educational activities we must urgently develop financial strategies, budgets, and faculty manpower plans to cope with the severe financial situation we face today. In recent years the influx of large amounts of outside funds for various projects has come to require payment by the university of certain expenses, but without a system in place to rapidly procure funds for such payments it will be difficult to remain competitive. As regards the investment of endowment funds, article 47 of the law governing independent administrative institutions prevents us from investing our endowments in anything other than local or national government bonds, or similar vehicles where the principal is guaranteed.

Plan

In order to establish a stable independent financial foundation for our university, we will take the following steps. 1. Allocate basic expenses and strategic expenses through budgets based on our long-term financial plan. 2. Draw up a medium-term faculty manpower plan. 3. Draw up plans to establish a system whereby we can gain the cooperation of the entire university to cover any expenses or extra manpower requirements incurred when accepting large amounts of outside funds for major projects, etc. 4. Establish rules to govern the discretionary use by the Office of the President of any funds that may be donated through the creation of a “Fellows Association” designed to reinforce our ties to businesses (income from membership fees to be used to support education and research, with certain incentives offered to cooperating businesses), and from our “Endowed Chair” program. 5. Lobby for easing of the various regulations that limit our ability to generate income by investing our endowment funds or managing our various other assets. Meanwhile, make efforts to optimize the return on our investments and the return from asset management under the present restrictions. 6. Strive to continually enrich the Tohoku University Fund and study the strategic use of this fund.

B. Establish rules to govern discretionary spending on focused investments by the President’s decision

Background

The President has a discretionary budget that may be used to stimulate educational and research activities, facilitate administrative work, and undertake any other type of strategic investment that would contribute to the development of the university as a whole. If these discretionary funds end up being used to cover various types of basic expenses, the original purpose is not achieved. Moreover, if certain expenses continue to be covered out of this budget, the amount of funds available for truly discretionary use will decline year after year.

Plan

The discretionary budget of the Office of the President shall be set up so that it is used for focused investment on educational and research activities, not for covering basic expenses. 1. Make an accurate estimate of basic expenses and set up a system to cover these in a separate “basic expenses (tentative name)” budget category. 2. Review the

manner in which the discretionary budget of the Office of the President has been allocated in the past and establish clear allocation rules for the strategic focused investment of these funds.

C. Distribute discretionary spending by the President's decision to department based on the management improvements

Until now there have been inadequate rewards to each department for the management improvements such as making overhead income by acquiring competitively awarded funding. To strengthen and expand our educational and research foundations at the department level, it will be necessary to provide incentives in the form of discretionary funds allocated according to the results of evaluations of department management.

Plan

To reinforce the educational and research foundations of the university and to promote its further development, establish a discretionary fund for the use of department heads to be allocated on a sliding scale based on the department-level evaluations initiated in fiscal 2006. Moreover, study establishment of a matching fund system to support departmental efforts to improve their operations, as well as the introduction of an internal loan system.

D. Increase the head office and departmental endowments

Background

We need to improve our system of recruiting donations from private companies, alumni and others who appreciate the public service, the public benefits, and the social contributions made by the university.

Plan

Establish a Tohoku University Fund with monies collected in the 100 Year Centennial Fund Raising Campaign to be used to fund overseas internships and other overall improvements in the university. Set up a system to promote the steady growth of this fund by establishing cooperative ties with our various alumni associations, which are

presently centered on the respective departments. Study the possibility of transferring the research funds for retired faculty members to this new fund.

E. Reinforce the financial foundations of the University Hospital

Background

The University Hospital is a place where the university is able to serve the local community by developing and using introducing medical treatments that preserve and extend human life. However, the Hospital Department is facing a 2% budget reduction (due to application of a 2% coefficient of management efficiency), on top of which a downward revision of medical fee reimbursements has been enacted to reduce medical costs. Establishing a sound financial base for the hospital is an urgent concern if we are to attract talented human resources to serve in various different fields, and if we are to be able to purchase the latest medical equipment.

Plan

As initial steps, 1) Increase hospital income (raise the utilization rate of hospital beds, make appropriate changes in the number of days per hospital stay, etc.) and reduce costs. 2) Promote sophisticated, innovative medical treatments. 3) Develop strategies to recruit doctors and nurses and improve the quality of treatment and patient services by achieving a patient/nurse ratio of 7:1. In return, raise the prices charged for medical treatment. In the medium term, 4) focus special emphasis on making progress in the field of medical technology so that Tohoku University may develop a reputation as one of the best hospitals in the world.

5.3 Establish a personnel system capable of acquiring and utilizing the human resources needed to support the activities of the university

A. Securing the human resources needed to support international competitiveness

Background

The environment surrounding our university is changing in many ways. Against this background, it has become more important than ever for us to devise a variety of ways and means to attract the diverse range of high-quality faculty that we will need to achieve our goal of becoming a world-class university.

Plan

Devise a faculty recruiting system that incorporates a variety of ways and means to attract the diverse range of high-quality faculty needed to raise the level of our education and research to compete on a world-class level, and apply this system in an appropriate manner during the course of each faculty member's career path. 1. Establish the position of "Fellow Professor" to recognize those professors who have played leading roles during their careers in the areas of education, research, and contributions to society, and pay them a salary equivalent to the levels paid at universities in the Tokyo area. Also, to attract and nurture younger world-class faculty, consider expanding the Fellow Professor system to include especially talented young faculty members. 2. Establish the position of "University Professor" to recognize professors who during the course of their careers have achieved international recognition for their achievements and exempt them from the present pay scale limitations and from mandatory retirement at the age of 63. 3. Take comprehensive, systematic steps to increase the number of female faculty members at the university by setting positive, practical hiring goals for women faculty, and introduce measures to support women so that they are able to balance their child rearing and research responsibilities. 4. Appoint retired professors as "Professors by Special Appointment" to strengthen our faculty organization and to ensure that there is a proper system of implementation of our university-wide (liberal arts) education program. 5. As regards the simultaneous appointment of faculty to two different departments, for the time being, we will maintain our present in-house arrangement as outlined in the "Agreement regarding promotion of flexibility in inter-departmental cooperation," but even as we continue with our good-faith efforts to work within this arrangement, we will continue to lobby the appropriate authorities for a relaxation of these regulations.

B. Study adoption of an original Tohoku University personnel affairs

Background

For the time being, our present personnel affairs system will generally follow the same pattern as that of national government employees, with adjustments as required for compliance with labor laws. To reinforce the activities of Tohoku University, despite our financial limitations, it is important that we nurture an environment in which our faculty

are motivated to devote themselves enthusiastically to their work. To this end, it is important to raise faculty motivation and provide appropriate incentives, and it is therefore important that we develop an original system of personnel rewards suitable for our particular institution.

Plan

Study establishment of an original personnel affairs system for Tohoku University that will sustain a strategic, flexible system of administration, and dramatically boost the ranking of our university by helping to raise our educational and research standards. As first steps in this process: 1. With regard to the financial rewards of department heads, eliminate the designated position of department head and introduce a system of financial rewards based on an appraisal of their official responsibilities. Establish a performance-based compensation system. 2. Move rapidly to develop and implement proposals to enable us to attract and nurture international-standard staff.

C. Develop and implement an evaluation system that rewards a diverse range of efforts

Background

For us to become a world-class institution, it is important that everyone who works at the university understands our goals and is able to work with a sense of mission. To stimulate and encourage independent initiative among our faculty, it is urgent that we come up with and adopt an employee evaluation system that is effective in increasing our capacity and improving our performance.

Plan

Establish and institute an evaluation system that is accreditable, the purpose of which is to appropriately reward a diverse range of efforts. 1. As regards faculty evaluations, every department should establish a concrete method of implementing evaluations as quickly as possible. 2. As regards evaluation of administrative staff, an initial trial evaluation should be conducted as soon as possible. The results should be reviewed and followed by a second trial evaluation, after which full implementation should begin. 3. Together with implementation of mission-based management methodologies at the time of the initial trial evaluation, performance evaluations should

also be carried out for trustees, vice-presidents, and department heads, based on clearly defined mission statements.

5.4 Create a Tohoku University network

A. Use information to effectively increase the overall value of Tohoku University

Background

For us to truly become a leading international university it is essential for us to develop a strong “university identity,” expand the influence of the Tohoku University “brand,” and increase our name recognition around the world. Our faculty members already work actively to disseminate the results of their work by publishing papers in a wide range of academic journals, but in future it will also become important for us to appeal more positively to society at large so that the general public can become more aware of the social contributions being made by our university. Various guests visit our university on a daily basis, and it is necessary for us to arrange exhibition/display areas where visitors can learn about the results of our educational and research activities.

Plan

1. Appeal to our stakeholders by means of a strategic, ongoing program to disseminate information to the outside world about the results of our educational and research activities and our contributions to human society. 2. Establish public exhibition spaces on campus and in the surrounding community to share the results of our educational and research activities.

B. Foster a sense of unity among Tohoku University faculty and staff, students, and the local community

Background

Tohoku University consists of several dispersed campuses, so it is not easy to create an overall sense of university identity. To remedy this, in future it will be important for the advancement of the university to develop mechanisms to improve the quality of communication between university faculty and staff, students, and the local community.

Plan

Take advantage of a wide variety of places and opportunities to foster a greater sense of unity among university faculty and staff, students, and the local community.

1. Raise the level of “on-campus communication” through effective use of our information infrastructure.
2. With the goal of becoming a “university that competes internationally but cooperates locally,” work more actively to assist Sendai City, Miyagi Prefecture, and other communities in the region in a variety of areas such as education and culture, city planning, environmental problems, transportation issues, etc.
3. Foster a sense of identity with the university among members of the local community through concerts and various other types of events to be held at the proposed “Centennial Hall” (tentative name).
4. Allow the public to access the university library as an “Open Campus” facility.

C. Strengthen our alumni associations

Background

Alumni are one of a university’s most valuable assets, and we want our graduates to be able to take great pride in the university that nurtured them. For the future development of our institution, it is important to establish closer ties with our alumni associations. The alumni can play important roles in providing support to our students in various ways, such as material and moral support for our educational and research activities, enrichment of our scholarship funds, and so on.

Plan

Establish a “Tohoku University Alumni Association” for the purpose of fostering closer ties of unity among our alumni associations, present and former faculty and staff, current students, graduates and others who have completed certificate programs, and the families of our students. Provide various services to association members as a practical means of fostering closer ties with alumni. Find ways to incorporate the views of the alumni in university management, for example, by creating direct and indirect ways for the alumni associations to communicate with the Management Committee, the President Selection Committee, etc.

D. Complete the 4 major projects we have planned to mark the 100th anniversary of our founding

Background

The four major projects planned to mark the centennial of the founding of Tohoku University are the “Centennial Campaign and Commemoration Ceremony,” “Memorial Building,” establishment of the “Tohoku University Fund,” and publication of a commemorative 100-year history of the development of our institution. Concrete proposals have been made and are presently in the process of being implemented for each of these projects. A portion of the funds required for these projects is scheduled to be covered by donations to a “Centennial Commemoration Fund,” the goal of which is to collect 5.0 billion yen from 2003.

Plan

The members of the Board of Trustees will continue to coordinate the strenuous, ongoing efforts presently underway to ensure that we meet our target for contributions to the Centennial Commemoration Fund. Based on our firm conviction that this centennial should lay the foundation for the next 100 years of growth, we will steadfastly pursue completion of these four major projects. Project content may be modified depending on the results of these fund-raising efforts.

5.5 Take further steps to meet the Midterm Goals and Plans

A. Achieve the Midterm Goals and Plans, and report them appropriately

Background

In 2008 the National Institution for Academic Degrees and University Evaluation will conduct its first Midterm Evaluations of the progress made toward the achievement of each university’s medium-term plans and objectives and will rank the educational level of each undergraduate and graduate department, as well as the level of research carried out at each undergraduate and graduate department or research institute. It is important that we try to meet the goals and plans, as well as to report them appropriately.

Plan

The Office of the President and our Office of Evaluation Analysis will work together to establish a working group and begin preparations for the next evaluations.

The present plan outlines the basic reforms needed to allow our university to embark on the road to becoming a “world-class university” and focuses special attention on those areas where a particularly intense effort is required. We will now move toward the systematic implementation of this plan, anticipating that it must evolve over time as circumstances surrounding our institution change, and eventually form part of the framework of our Second Midterm Plan.