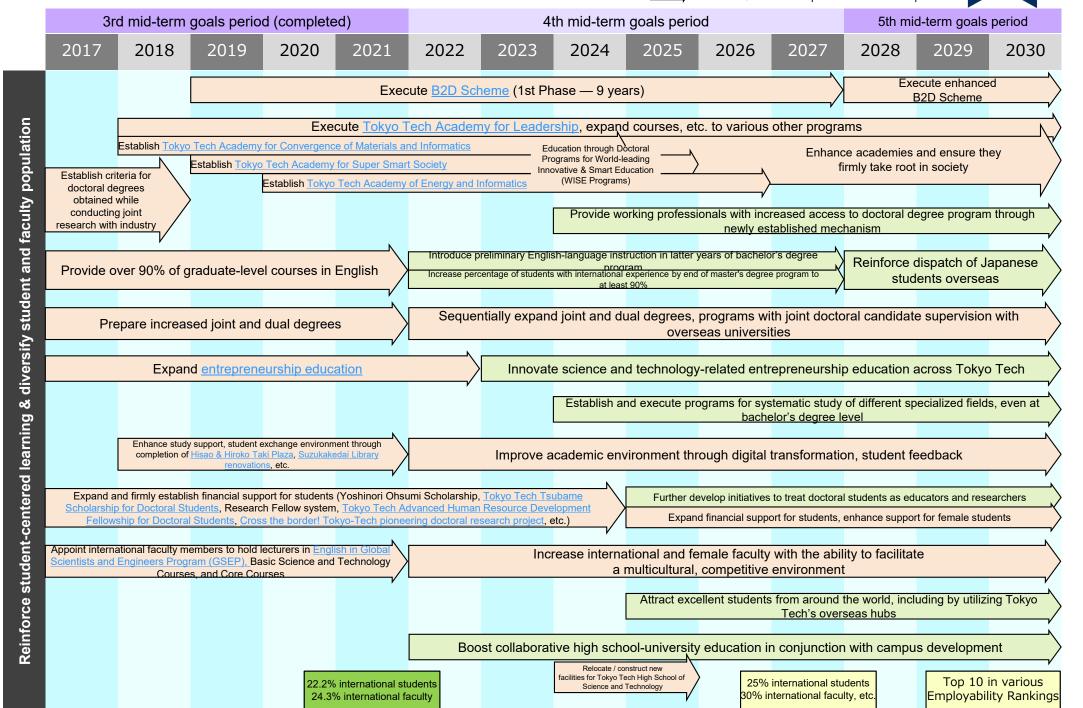
National University Corporation Tokyo Institute of Technology Designated National University Corporation scheme schedule (1/4)

Dec. 26, 2017

Aug. 31, 2022



Items added/enhanced as part of 4th term development



National University Corporation Tokyo Institute of Technology Designated National University Corporation scheme schedule (2/4)



sustained through external

fundina

sustained through

external funding

| | 3rd mid-term goals period (completed) | | | | | | 4 | 5th mid-term goals period | | | | | | | |
|---|--|--------------|------------------------------|--|---|---|------------------------|---------------------------------|------------------------------------|----------------|--|----------------|---|---|--|
| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | |
| | Set prior | | esearch, esta -Carbon Ene | blish <u>Laborato</u> rgy | ry for | Promote research through establishment of hubs of excellence in priority fields | | | | | | | | | |
| TO C | | | | rs via <u>Tokyo Tech \</u> e international joint | | Strategically expand invitation and employment of outstanding researchers from around the world, advator formation of global research groups and joint research Expand housing / accommodation researchers | | | | | | | | | |
| nition | | | | | Provide | e advanced s | | | e technical sup o Tech's Ope | | n research infra ter | structure stra | tegy | | |
| recog | | | | | | | | | 5 | Strengthen pro | ovision of on-de Researcher Su | | ch support via | | |
| Ennance global recognition of research achievements | | | | | | | | | | | oint research fund chers after their re | | | | |
| ance gr esearc | Launch 3 | okyo Tech AN | NEXes (Bang | kok, Aachen, Be | rkeley) | education | Ex n and research c | | ch ANNEXes and th overseas univ | | sinesses | | eas universitie on Tamachi Ca | | |
| | Formulate communications strategy, share lokyo lech's research prowess, activities of Laboratory for Design of Social Japonation in Global Networks (DLab), etc. Based on this communications strategy, globally share research quality, efforts to | | | | | | | | | | | | | | |
| | | | | 37.6% inte | or Tech ANNEXe ernationally coauting a significant to the coauting and the | thored | | | | 40 | kyo Tech ANNI 0% internationa cauthored pape | ally | 50% internationa papers, 20% of 10% cited, 3% o 1% c | papers in top f papers in to | |
| 2 | | | | search maps in two distic Life Science) | o areas | Promo | te research ir | n strategic ai research in t | | groups adva | ancing | | leepen strategic ng to create futui | | |
| . y | | | | | , | | | | Establish re | search center | rs which specia selected | | me bases in st | rategically | |
| | | | Prom | ote new and | interdiscip | olinary res | earch throug | gh allocatio | n of resour | ces to Rese | earch Units, | etc. | |) | |
| of research | | | | | | | | | | | researchers and bo | | | | |
| pen up new, interdiscipinary neros of research | | | | nental Research (OFR), lau research challenge incenti | | Through OFR, provide environment where researchers can fully focus on their research, and where young talent are personnel flexibility are enhanced through overseas training, etc. | | | | | | | | alent and | |
| n uac | | | | 6 Re | esearch Units | S | | | | 10 | 0 Research Un | its | million | port of JPY20 or more, arch Units | |

sustained through

external funding

National University Corporation Tokyo Institute of Technology Designated National University Corporation scheme schedule (3/4)



| 0 | | | 17 1 1 | 15 | 4th mid term goals period | | | | | | | Cth unid towns made made d | | | |
|--|-------------------------------|---|---|--|--|--------------------|----------------|-----------------------------|-------------------|----------------------------------|---------------------------|-----------------------------|-------------|--|--|
| 3r | a mia-term | goals perio | d (complete | ea) | 4th mid-term goals period | | | | | | 5th mid-term goals period | | | | |
| 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | | |
| | | | | | Unite related researchers through Tokyo Tech Green Transformation Initiative, advance green transformation research that aims for a carbon-neutral society | | | | | | | | | | |
| | | | | | | | u anoromati | <u> </u> | ilat aiiilo ioi t | | itial boolety | | | | |
| | | | Re | s societal issues thresearch Project for ing Coronavirus Dis | | Establ | lish multidis | ciplinary re responds fl | | | | en research | that | | |
| | | | | N. | / | | | | | | | | | | |
| | | oratory for Desigorks (DLab), rele | | | | Promote DI | Lab activitie | s to design | "the future | we want" | together w | ith society | | | |
| | Tech Future (DLab Challen | Chronology and I ge research grar | Future Scenariont for young res | s, launch earchers, | Establish future design research center, promote advanced convergence of knowledge and responsible research and innovation, design education, etc. | | | | | | | | | | |
| Launch Toky Platform (la Institu | DLab Partn | ers system for p | arther companie | es, etc. | | | | | | | · | | | | |
| | | | | | | | | | | | | h tech-orier school to e | | | |
| | | | | | | | | | | | | neurial ecos | | | |
| Launch Toky | o Tech – Fuy | o Lease Gap F | - und Innovati | on design | Launch Innov | vation design Plat | form (IdP) and | through collabor | ation with other | universities | Strongthon dov | volonment of and | Loupport fo | | |
| Platform (I | dP) Gap Fund | , Student Star ogy Fund, <u>Star</u> | tup Support vi | a Tokyo 💙 | Launch Innovation design Platform (IdP), and through collaboration with other universities and venture capital firms in conjunction with Startup Ecosystem - Tokyo Consortium, advance initiatives to develop university-launched startups that change the world Strengthen development of and support large-scale incubation facilities through redevelopment of Tamachi Campus | | | | | | | | es through | | |
| | | | | / | | | | | | / | | | | | |
| | | | | tion Platform, e collaboration | | | Promote la | irge-scale joi | | vith industry vith industry vite | | lering compe | titiveness | | |
| | | | | | | | | | | | | | | | |
| | | | | (yo Tech Inno ng training a | | | Throug | jh various TT | | jects, boost e ed back to so | | nd research r | esults | | |
| | _ | | | | Code 1 11 | - 11 1 | D | A l | - 4- £- 11 | - hu - u - u/1 | -l | tion do | -4: | | |
| | Promote adva | anced continuing gthened Tokyo T | education and of the control of the | engagement al Academy | Substantia | ally enhance l | | Academy, et ngagement, i | | | | nunuing eauc | ation and | | |
| | | | Do | ouble revenue fro | om | | | | Т | riple revenue fro | m | Fivefold re | | | |
| | | | res | search with indus | stry | | | | res | earch with indus | stry | research | with indus | | |

(JPY3.39 billion), 27

Professional Academy

courses

Triple revenue from research with industry (JPY5.07 billion), 50 Professional Academy courses, etc.

Fivefold revenue from research with industry (JPY8.45 billion), 100 startup companies, of which 10 accomplish IPO

National University Corporation Tokyo Institute of Technology Designated National University Corporation scheme schedule (4/4)



JPY2.34 billion/year

| | 3r | d mid-term | goals perio | d (complete | ed) | 4th mid-term goals period | | | | | | 5th mid-term goals period | | |
|--|----------------------|--|--|--|--|--|---|--|--|---|---|---|---|---|
| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| | Introdu competiti | | Develop cross-appointment system in TTI-contracted projects, etc. Implement internal cross-appointments | | | | | | | | | | | |
| es | | (buyouts), app | | Expand use of external funding for personnel costs | | | | | | | | | | |
| ivitį | | | members | tion costs, raise in | udirect expenses | | | · | | | | | | |
| th act | | Introduce strategic industry collaboration costs, raise indirect expenses equivalent to over 40% of its direct expenses by applying this system to Collaborative Research Clusters, etc. | | | | | | | | | come from ind nd research | lustry into | | > |
| searc | | raisers, provide o activities in colla | | | | Inve | • | Promote e | xpansion of fund | draising under le | nd ensure col | ident and | | ire |
| d re | | | | | | | thro | <mark>ough strengthen</mark> | ed collaboration | s with domestic | and overseas al | umni associatior | ns | |
| Achieve self-sustainability in fundamental education and research activities | | Formulate communications strategy, establish Tokyo Tech Advancement office, publish Tokyo Institute of Technology Integrated Report Appoint provost, establish Strategic Management Office, promote cost analysis Launch Academic Leadership Programme, create Highly Skilled Specialist for Institute Management positions, review career paths for technical staff members Revise tuition, plan ultra-long investment strategies, acquire new issuer rating, consider issuance of university honds Establish Cross-Campus nnovation Office, announce | | | | | Implement s in charge of Raise ratio of Advance bus Increase nur developmen | trategy to enhal communication of female board siness transform mber of highly strupport | nce Tokyo Tech s, fundraising, lo members to 30 ^o nation based on pecialized staff, | presence unde presence unde pocal engagemer of or more, pron enhanced identification redefine emplo | dership by p or leadership of ne ot, alumni relation note diversity, inc tification of duties yee roles, and pro ategy to realize co tinancial base th eve increased inc billion/ | ew Executive Vices lusion, and well- and sharing of ovide strong car ontinuous growth | being knowledge i eer Campus Redevelease agreemen | ts: JPY4.5 |
| abilli | | | | Cross-Campu Ecosystem In | / | | | Construct | Cross-Cam | pus Innova | ation Ecosys | tem | | Enhance mobility between campuses |
| lf-sustaina | implementation | chi Campus rede n policies, etc., re nachi Campus R | ecruit and select | business partn Project agreeme | ers, <u>conclude</u> | | esign / gove | rnment cor | tyo Tech High School | | iversity facilities incubation facil business p | ity jointly oper | | Start shared use of complex facilities |
| se | | | | | | Conduct pr | eparation work / | government co | nsultations | | Redevelop | Suzukakeda | i Campus | |
| ieve | | | | | | Initiatives to realize carbon-neutral campuses | | | | | | | | |
| Ach | | | | Tech | undraisers, Tol Fund target ba JPY4.19 billion | lance | | | | | o Tech Fund to | | Tokyo Tech balance JF | draisers, Fund target PY15 billion, evestment of |