







		Up to	end of 3rd mid-term goals period						4th m	goals p		5th mid-term goals period														
	International cooperation	2017	2018	2019	2020	2021	2022	2023	2024 1st half		2024 2nd half	2025	2026	2027	2028	2029	2030	2031	2032	2033	:					
ЭS	Formation of global network between major universities in Asia and Pacific Rim that serves as hub for research and education aimed at solving societal issues			Aga in s rese und cap	inst the b ocial impa earch to b ler "Stren, abilities,"	ackdrop c act and cro e address gthening the interr conducte	of growing oss-discip ed as des of researc national	g interest linary cribed ch			Considerat ollaborato based formula research v	tion of rs, etc. on ted visions	7 ove partici	involvin V En	Regular w g member prification nancement versities network	orkshops, universitie Formatio a:	symposiur es for each n of inter- s networki	ns, etc. envisione university ng organiz	d topic leagues, e ations	tc. universi in netw	versities					
ience Tokyo	Employment of young researchers from overseas partner universities as postdocs, assistant professors, or tenure-track assistant professors			Tok furt exp univ find • Suc don pos	yo's prede her enhar anding ne versities b lings. h network nestic univ itioning S work of vi	ecessor un need by bu tworks w ased on r s will be versities a cience Tol	niversities uilding an ith resear elevant re extended ind institu kyo as the	to to to to this to this to this this this this this this this this		bas	target field ed on form research Considera personnel nancial re etc	ds, etc. nulated <u>visions</u> ttion or system, sources,	yı 10 i youn	oung resea V En nvited/ g resea	Invitation and employment of archers to support integrated research organ thincement Ahired archers					ed/hire	ed ers					
	Development and expansion of international network by connecting with technical and medical universities in Japan			univ	versities.	SUT-Tean								Invita	on to participate in vision workshops, syr Invitation to join and contract inter-university leagues and of 10 pa				mposiums, co-manage ther organ domestic rticipating	ities						
Science Tokyo—medical an (former TMD	Collaboration with international universities at lab/subject field/research area/university levels		Repo	Repost overs univ	4 eas hub ersities tional co- ed paper atio 2%	tablish ea Ref: Joh) Assign t	Lucation . Ins Hopkins top scient	and resea University ist adviso Establ	rch collat	ocraion s o ponsort nuo latio	ystem wi	seas facu	Repoiversitie	ost overseas h universiti ntal hous Establis ch with nternations authored p ratio 30%	ing) h dormi	tory (St earch fa	udent v cilities ste over acc	illage) seas res uisition	earch fu	st 10 overseas hu universitie Ind ternational uthored pa ratio 40%	ub is I co- iper					
d dental sci U)	Support of short- /medium-term stays by researchers at overseas educational and research bases			Σ	Mair	ntain al contents	Introdu Est Ove Ed Tra	uce Sho blish TM rseas Clin ucation ar ining Cen	DU ical ter	ed um - Es	Term Ov tablish PO etc.	erseas s	Stay Sub Widely	osidy Pro accept	ogram fo medical	or young doctors	g resear s /dentis	chers ts from	oversea							
iences	International expansion using former TMDU's curriculum and training content	Invite a via World to ac	nd employ d Research tvance inte	world-lea Hub Initia	ding resea ative (WRH joint resea	rchers I), etc. rch	Strates	(TBD)	d invitation a dvance form	nc (rnplorm au mofglob	ent of outsta al research g	anding resea	rchers from a pint research	around the v	vorld, Exp accommod	pand housing dation for res	earchers									
Science Tokyo—science and engineering (former Tokyo Tech)	Enhancement of global recognition of the university's research achievements (repost)		Launc	Repost	IEXes	37.6% int papers, n top 10%	educa	tion and re- unit	xpand ANI secarch color rersities ar	VE Xes- ar d a-boratic n d business	e with over	Repost	Establish je students ar Attract research t Europ ANNEXes coau ded in "str pvernance	int research nd research cource acclaimed ru y providing ean Researc s, 40% int thored pa engthenin " initiative	funding pror rs after their thries / region Attract ove set up of searchers a support that n Council (EF ernational pers	ram for internet of the second	rnational leir home sitties to el of basic ent use of philosophy 9% Interna ers, 20% o	tional co of papers f papers in cited	authored in top 10° n top 1%	ו						

		Up to end of 3rd mid-term goals period						4th mid-term goals period								5th mid-term goals period						
Collaboration with society		2017	2018	2019	2020	2021	2022	2023	2024 1st half		2024 2nd half	2025	2026	2027	2028	2029	2030	2031	2032	2033		
	Construction of industry- government-academia consortia involving companies, national research institutes, hospital organizations, social entrepreneurs, and others united in realizing shared vision			• To soc stres bas ress gov est	maximize ial impact, ingthen cc ed on the earch thro ernment- ablished b	and optin , Science bllaboratio findings o ough the i academia ny the Inst	nize gener Tokyo will on with so of cross-di ndustry- consortiu titute of N	rated ciety sciplinary m ew	/				(I involv	Repost) ving me ^v En	Regular mber ur erification ancement (Repos vision	t) Invita worksho	ation to ps, sym Build ry-governr	nposiun ch envis participa posiums and operat	ns, etc. sioned t ate in s, etc. te emia conse	opic		
Science To	Formulation of vision with long-term perspective for solving societal issues through dialogue with people across society			Ind terr for soc in t • A m into etc.	ustry Crea n, and thr future soc iety by the he longer nechanism considera will be es	ation in the rough the ciety base e Institute term. 1 for joint ation corp stablished	research to creation of d on dialo e of Future research to orate trac	medium of a vision gue with Science that takes le secrets then			Phase 1: society th by Ins	Creation c nrough dia stitute of F	of vision for logue with uture Scier	share vision r future public nce	Phase 2: for future dialog	Creation of e society th jue with pu	vision vision rough blic	Phase 3: (for future dialog	Creation o society th ue with pu	Share vision rough blic		
kyo	Introduction of system that clearly distinguishes between open innovation sections and strategically closed innovation sections			sho • To o pro the adv buil uni	rt-term so directly de duced by Institute ancement ding on tl versities.	ocial imple eliver rese Science T will prom t of recurr he efforts	ementation earch findi okyo to th ote the rent educa of its prec	n. ngs, etc. e public, tion by lecessor		of co related	Formulation for man nfidential infi to joint rese	of policy agement ormation arch, etc. Establis	hment a	Operation confic and ope with stri	and enhai dential info ration of ict prote	ncement o rmation re f strateg ection of	f system fo lated joint ically clo confide	or manager research, osed res ntiality	ment of etc. earch so	ection		
	Return of education and research results to society through Advanced Recurrent Education										Recc education Te	onstructior system, i eaching ar	n of recurre mplementa nd learning	ent ation of _{En}	erificatio	Prc	vision of a education	dvanced re programs	ecurrent , etc.			
Science Tokyo sciences	Establishment of Institute of Innovation Promotion		F	Instite rivate Fyr	te of Op Gundra ding from Private fund JPY1.7	ising div	ovation vision dquarters		Ref: Im	resi al C	(Estab ollege Lo	lish Inst	itute of	Innovat rrivate fundi JPY2.2	ion Pror B	notion (TBD) (R	epost)	Pī	vate fundin JPY2.7B		
—medical ar (former TMI	Establishment of new collaborative workspace for industry, academia, government agencies, private partners				P	Promote	stablish joint pro	collabor ojects w	rative we	orkspace govern	e for ind ments s	ustry, a uch as t	cademia the Toky	(+JPY5001 a, gover o Metro	nment a	agency, Governi	and priv ment	ate part	ners			
nd dental DU)	Collaboration with local governments/ministries	Laun Suppo	ch gap fu rt via for Startup	inds, Stu mer Toky Support	dent Star o Tech F Fund	tup und,	Launch Inn and ventur that change	nnel exc ovation des e capital firr e the world	sign Platform	with go	Vernme I through cc to develop t	nt minis	with other of unched star	universities	Strengthe large-scal redevelop	n developr e incubatic ment of Ta	ment of an In facilities Imachi C ar	d support through mpus	for			
Science To engineering	Strengthened engagement through idea transfer from new fields (partial repost)		Estab	ish Open to prom	Innovation ote full-sca Double rev industry (JI A	Platform, ale collabo	market kn ration with research with 7 Professiona uses	owledge industry			omote larg	je-scale jo mpetitiven	int researc ess and co Triple reve indi 50 Professio	th with ind onfidentialit nue from re ustry (JPY5. nal Academ	ustry while ty of resea search with 07B), y courses, e	rch tc.	vefold reven ry (JPY8451 of which :	ue from res 3), 100 start 10 accomplis	earch with up compani h IPO	es,		
okyo—science and (former Tokyo Tech)	Return of education and research results to society (partial repost)	Pl Laborat al Network y and Futu rch grant f	romote ac	release To ios, launch researcher for partne Launch begin vanced co and en thened Pr	Tokyo Tech I DLab Cha s, DLab Cha s, DLab Cha r companie Tokyo Tec offering tr ntinuing et gagement pressional	ch Innovati aining and ducation Academy	ion Co., Lto consulting	Promote d. (TTI), services strength ng of iatives	Subs	tivities convergences convergences top:t antia hy er ed convir u	design " a Center for e of knowledge Thro education hance Pro ing educat	the futur Design of Sc e and response ugh variou and resea fessional A cion and er	e we war bocial Innovati sible research us TTI-rela us TTI-rela chademy, e ngagement cluded in " financial b	nt" toget ion in Global and innovatio inted projec s returned etc. to furt t, including strengther ase" initial	ther with Networks, pindesign educe its, back to so her g in growin ting of tives	society romote advanc cation, etc. ciety g fields	Sed					

		Up to end of 3rd mid-term goals period							4th m	id-term	goals	period			5th mid-term goals period					
9	Strengthening of governance	2017	2018	2019	2020	2021	2022	2023	2024 1st half		2024 2nd half	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Formulation of comprehensive strategy through close consultation with president & CEO and president & CAO							a	pplication f national Manag	Prepara or quosi s i niversity establish Science oment Co	tion for status, ment of e Tokyer mmitteAn	alysis isults	Analysis by	ormulation tly on advi cing of soc lysis En sults of researc organizati	and revis ce from S cietal need erification hancement h areas, e on identifi	ion of com cience Tok s and dign Ana res tc. require ving and an	prehensive yo Manage ity as natio alysis sults d to solve a nalyzing su	e strategy ment Com nal univer Ana res societal iss ch areas	ulysis ulysis ues	
Science Toky	Driving of virtuous cycle system and steering of relevant societal collaboration by president & CEO			By t CEC was furt gov univ a "\ thro reso gro corr reso	taking adv – Preside introduce her develo ernance s versities, s virtuous cy ough the a burces by wth of the poration a	vantage of ent & CAC ed upon t oping the ystems of Science To ycle" of m appropriat the CAO a e national nd expan	f the "Pres " system, he merger advanced is prede bkyo will i aximizing a allocati and the su university sion of re-	sident & which r, and by cessor mplemen outcome on of ibsequent / sources b	t s y		Impler	mentatio	n of mea and Acquis	asures to I Identifi formulatio	o involv cation of son of grow sources ne of policy erification hancement	ecessary fc	e throug ues to be s ies through r growth c ing these r	h dialog l olved these issu f corporati esources	ue with	public
0	Establishment of cross- disciplinary research organizations, promotion of research and talent development, allocation of appropriate internal resources by president & CAO			the mai adn	CEO to sti nagement ninistratio	and univ	vance cor ersity	porate	/		in	3 visions tegrated r organiza eff	s for esearch Estable fective gove ation of i Refor	ishment of ernance to nternal rm of pe	f integrate advance resourc ersonne erification hancement	d research research a es based I system	d on cor	visions fo ated rese panization ons, evelopment nprehen nstitutio	sive stra	ategy
Science sci	Strengthening of integrated institute system			Ž	Ref: In	Clarify t nperial C	he roles College L	, respon	sibilities	ard ac	countal	bilities of	executi	ve direc	tor/vice	e preside	ent			
Tokyo—i ences (fi	Creation of developmental think tank			F	anning phase	Select advisors	 ///// Βι	uild Adva	anced A	dvisor,	Board		Repost			1	1	, ,(Repost	
-medical and denta (former TMDU)	Strengthened internal quality assurance and global information sharing			ir	15 Iternation ress releas	al Strei	ngthen in Issu (Re Introdu	formation ue Integ post) Es ce an in	n disclosu rated Re stablish : ternal Q	re and r eport Integrat A-syste	ternatio ced Res m to m	earch Ev easure t	valuation he perfo	30 Internation Internation Internation Internation Internation Internation Internation Internation	g (TBD) and eff		ess of ea	ch majo	pr projec	60 ternational ess release:
Science Tokyo—science and engineering (former Tokyo Tech)	Self-sustainability in fundamental education and research activities	Conduct Tan	Ice internal el titve research pal investigae eir behalf (b to all fe to all	ross-appoint h funding to tors, etc. an uvouts), app culty memb ategic indus e commun Dish Integr ppoint p mote co ademic Lead ademic Lead th positions, technical st terperson s redevelop leat busines s Redevelop	tment system cover person donor-research ly annual sale try collaboral try collaboral try collaboral try collaboral systems systems ications str ated Repo provost, st analy: ership Progra- tra-long inve- ies, university b cost invited for In- tra-long inve- ies, university b cost invited for In- tra-long inve- ies, university b cost invited for In- tra- invited for In- cost invited fo	niel costs any system ion costs, over 40% rategy, rt sis strutts strutts strutts strutts rtutts rt strutts rtutts rt strutts rtu	Prepare ssuance of universo Condu y relocatic na Campur Condu	Incr Incr -Impler Preside -Raise r -Advanc -Increa: -Advanc -Increa: -Atvanc -Increa: -Atvanc -Increa: -Atvanc -Increa: -Atvanc -Increa: -Atvanc -Increa: -Atvanc -Increa: -Atvanc -Increa: -Atvanc -Increa: -Atvanc -Increa: -Atvanc -Increa: -Atvanc -Increa: -Atvanc -Increa: -Atvanc -Increa: -Atvanc -Increa: -Atvanc -Increa: 	Develo	p cr 255 mpl ar 6 d use of vestm ar gy to er ba e of com r alale boa 1 s transform of high y O-led of of comment t <u>relocate</u> governner t <u>ruct Cr</u> 2 ernmer t	appoin ent inte f extern nt of ov ental e nce sys ance the u nunication members nation bas specialized e of finan oss-Can consul affiliated Hig d Technolog ent consu o realiz	tment sy rnal cross al fundir erhead in ducation tem and university's s, fundraisi s to 30% or sed on enha d staff, rede ce and imple	/stem in ss-appoin ng for pe and res leaders presence u ng, local en more, pro anced ident efine emplo lement stra Strengthen sovation	TTI-con ntments ersonnel hip by p under lead ngagemen mote diver tification o oyee roles, ategy to re financial ba- ment Project greenents: Ecosyst	costs ustry ini residen ership of r t, alumni r sity, inclu f duties ar and provi alize conti se through T achieve inc JPV4.58/ yr eem facilities usi ale incubatio business p	to to table strong nuous gro tamachi Cam t	ive Vice wellbeing of knowled career flew with Enhance pos from 2100)	ge elopment : acilities	upport	

Included in "strengthening of research capabilities" initiatives

		Up to end of 3rd mid-term goals period						4th mid-term goals period							5th mid-term goals period						
S	trengthening of financial base	2017	2018	2019	2020	2021	2022	2023	2024 1st half		2024 2nd half	2025	2026	2027	2028	2029	2030	2031	2032	2033	
	Establishment of university management fund			• Scie	ence Toky	n will esta	ablish a ur	A	pplication f	or quasi-s al universit	pecified y status		Esta	ablishme I Incorp estate utilii	ent of ur oration of zation proj	niversity resources, ects and c	manag I , including ompensati	ement fi I proceeds f on from cc	und I From ompanies, e	etc.	
Science Toky	Active outreach to philanthropists, domestic and international foundations, and other groups for donations based on vision-realizing research, etc.			 Beta definition of the second def	nagement orts to acq er to strer e a virtuo poration a Institute ectively ma ained in tl lysis.	fund and uire endo ngthen its us cycle f nd the ur will estat anage all nis way ba	further e wment fu financial for the gro iversity. olish a sys financial r ased on ra	xpand nds in base and owth of th tem to resources itional risk	le k		Ex obt	pansion of ain endow Increa	f efforts to ment func	is Er	ecialized personnel for fund manageme				f efforts t funds Triple enc total of uni	dowment fund predecessor versities	
0	Establishment of fund management system based on acceptable, scientifically evaluated risks									Form	ulation of to mana	policies ge funds	Risk manag fund mana tria	ement and agement E	erification nancement	Deve based on s	elopment o scientific ev	of fund ma valuation o	nagement f acceptabl	e risks	
Science T scier	Increase in size of former TMDU Donation Fund			C	Donation PY280	s Est	ablish T	MDU Su	ipporters	d charity 80:1 anni 20:1 anniv	rBD) y namin versary o ersary of T	g rights f TMDU m MDU (Sch	edical schi	Donation JPY1.7 fold incre	s B ase)				(9-fc	oonations PY2.4B old increas	
okyo—m nces (for	Effective utilization of assets			Σ		Establ	ish M&I	Data		= urth	ner acce	lerate e	ffective	use of a	III assets	5					
edical : mer Th	Development of business in data business field			Repo	sc st	ience C	enter (r	epost)	2/1/1/1	L tiliz	ation Pl	atform	(repost)	t)	7/1//2_ ated	Deve	lop med	dical dat	a busine Repost	U-originated	
and dental ขDU)	Development of university-launched startups			5	5 compan	ies			Es	tablish a	a joint r medio	esearch cal cons	organiz ulting co	startups O compare fold incre ation, o., etc.	nies ase)	Invest ir (su	TMDU-or ubject to la	iginated st w revision	50 (10-f artups	startups companies old increase	
Science 1 engineering	Cond Self-sustainability in conclu fundamental education and research activities (partial repost)	colla equi	boration c Valent to o Idraisers, pro Expand fundr with alumni	Introduce osts, raise over 40% o ovide diverse raising activit association	strategic i indirect ex of direct ex of direct ex exptions in A ies in collaboranches	ndustry cpenses penses vreas of pration	I	Inc	ions of gift	vestmer fundam na enue to na expans ngthened co	of over ental ec	erhead i lucation rrengthen aising under with domest	ncome f and res and ensure leadership o ic and overs	From ind search e continuou f president a reas alumni a	ustry in us fundrais	to sing culture	e				
Tokyo—science (former Tokyc		uct Tamac recru de Tamach	hi Campus uit and selu ii Campus Revise investme issuer ra	e tuition, p ent strateg university	an ultra-lo ies, acquiri der issuar bonds fundrais	ibility stud	Prepare of univers	ct desig	n / gove	rinnent	consult		Strengthe Redevelo land lease	en financia pment Pro e agreeme agreeme	base thro ject, achie nts: JPY4.	pugh Tama ve increas 5B/ year (undraisers,	ls from 00) former Toky ce JPY158	yo Tech Fun	ıd	
and Tech)					Tech Fu	nd target IPY4.19I	t balance						target I	balance	JPY10B		investmer	it of JPY2.3	4B/year		