A wide-angle photograph of the University of Tsukuba campus. In the foreground, a large green lawn is populated with many students walking. To the left, a modern building with a grid-like facade is visible. In the center, a large, leafy tree stands next to a fountain that is spraying water upwards. To the right, a red brick path leads towards more campus buildings. The background is filled with more university buildings under a clear blue sky with some light clouds.

University of Tsukuba

Integrated Report

2024

—To create GLOBAL TRUST—

To Our Stakeholders

While it had been the practice of the University of Tsukuba to publish an annual financial management report to deepen your understanding of our university's activities, AY 2019 was the first year that we issued an integral report that combined the regular financial management report and non-financial information, such as the university's goals, initiatives, and performance in activities.

Through this report, we hope not only to fulfill our obligations of accountability to society, but also to share with all of you the university's vision for the future, to further increase engagement, and to make constant improvements for the sustained growth of the university based on our views and dialogue with you.

In preparing this integrated report, we referred to the International Integrated Reporting Framework (IIRC). In the future, we intend to further improve the content of this report to publish a full integrated report to deliver to you.

[Scope of coverage of this report]

Target period: April 1, 2023 through March 31, 2024 (partially including activities in April 2024 and later)

*The affiliations, positions, etc. of people in the news are those they had at that time.





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* When reading this report, please note that figures of less than one unit in tables and diagrams have been rounded and may not coincide with the total.

University of Tsukuba and University of Washington Forge an AI Partnership



The University of Tsukuba and University of Washington have entered into a partnership aimed at fostering research, human resource development, entrepreneurship, and social implementation in the field of artificial intelligence (AI). The agreement was announced on April 9, 2024 in Washington D.C., where representatives from both universities and collaborating U.S. corporations, namely NVIDIA and Amazon, participated in a signing ceremony.

The signing ceremony for this partnership took place at the U.S. Department of Commerce, coinciding with Prime Minister KISHIDA Fumio's visit to the United States. High-ranking officials from both countries were present, including Minister of Education, Culture, Sports, Science and Technology, MORIYAMA Masahito from Japan, Ambassador of Japan to the U.S., YAMADA Shigeo, and U.S. Secretary of Commerce Gina RAIMONDO.

University of Tsukuba President NAGATA Kyosuke, University of Washington Provost Tricia SERIO, NVIDIA Vice President Ned FINKLE, and Amazon Senior Vice President David ZAPOLSKY joined the signing.

President NAGATA issued a statement:

"AI technology is a crucial pillar supporting our future society, but advancing research and human resource development in this area is a significant challenge. While Japan and the U.S. have been collaborating on research in the field of semiconductors, research utilizing semiconductor-based resources is becoming increasingly important. From this perspective, we believe this AI partnership will also play a crucial role in leading Japan-U.S. cooperation. Under the slogan 'Beyond the Borders,' the University of Tsukuba has been promoting fundamental and applied research on AI through an interdisciplinary research network. We are deeply honored to sign this Letter of Intent (LOI) to strengthen our global partnership in this field. We hope our collaborative efforts within this partnership will contribute significantly to solving the many global challenges facing the world today."

Professor SAKURAI Tetsuya (Institute of Systems and Information Engineering), Director of the Center for Artificial Intelligence Research, also commented:

"The University of Tsukuba's Center for Artificial Intelligence Research (C-AIR) has been promoting fundamental research as a hub for advanced AI research, while also pursuing applied research in various fields such as medicine, healthcare, sports, manufacturing, and smart cities. AI will be crucial in supporting all sectors of society, including daily life and industry. We expect that collaboration between the University of Tsukuba, located in Tsukuba Science City with its numerous national research institutions, and the University of Washington, located in Seattle with its concentration of high-tech companies, together with the participating companies, will further promote international AI research between Japan and the U.S. and lead to the creation of social value. Through this partnership, we will promote advanced AI research that leads to social implementation and the development of world-leading global AI talent."

The partnership derives from the strong cooperative relationship that the University of Tsukuba and the University of Washington have built over several years. We are expecting that Japan-U.S. collaboration in advanced fields will contribute to further enhancing the relationship between the two countries.



Following the basic agreement for the partnership, representatives from the University of Tsukuba (UT), the University of Washington (UW), NVIDIA, and Amazon met on August 21 and 22 to discuss their partnership in the field of artificial intelligence. The meeting included discussions on the target fields of the partnership framework and operating models to be adopted. Furthermore, it reconfirmed the significance of this partnership between the Japanese and U.S. universities, backed up by the U.S. companies. The participants held in-depth discussions to promote specific collaboration, and during the event UT President NAGATA Kyosuke and UW Provost Tricia SERIO signed a letter of intent to promote cooperation between the two universities in research and education.



Signing ceremony between the University of Tsukuba and University of Washington



Professor SAKURAI Tetsuya explaining the framework

Statement by President Nagata

“Interdisciplinary collaboration lies in the spirit of the University of Tsukuba.” “The challenges we are facing are particularly complex, including issues such as CO₂ emissions, gender equality, and the existence of disparities and divisions. We, as scientists, will endeavor to address these challenges through the application of science and technology. To this end, we need a real and collaborative partnership with you in the city of Seattle.”

Statement of Provost Tricia SERIO (University of Washington)

“It’s a real privilege for us to be here today at the University of Tsukuba surrounded by academic leaders and our corporate partners as we work to advance this trans-Pacific effort in artificial intelligence. This is such a wonderful fit for the mission and focus of the University of Washington. We have longstanding expertise in artificial intelligence. Sharing our expertise will enable us to have a long, outstanding, and broad impact in many important fields, from health care to robotics to climate change. And that’s what I’m most excited about in this partnership.”

Professor Sakurai, who leads the project, says the program will focus on two main areas. The first area involves research initiatives aimed at proposing solutions to challenges and implementing them in such fields as robotics, climate change, healthcare, and an aging society. The second focuses on community projects such as student exchanges, entrepreneurship education, and tutorials. Furthermore, the University of Tsukuba is looking to set up an AI education and research hub, with the vision of evolving it into a comprehensive center for AI research in the future.

University of Tsukuba, Malaysia Opens

University of Tsukuba, Malaysia Opens in September 2024!

The University of Tsukuba, Malaysia (UTMy) opened in the Malaysian capital Kuala Lumpur on September 1, 2024, with the first batch of 13 students. This was the first case of a Japanese university launching its overseas branch campus awarding Japanese degrees.

On September 2, the opening ceremony and entrance ceremony took place at the campus, attended by representatives from both Malaysia and Japan. These included Dr. Zambry Abd Kadir, Minister of Higher Education of Malaysia, Mr. YANO Kazuhiko, Senior Deputy Minister of Education, Culture, Sports, Science and Technology (MEXT) of Japan, standing in for MEXT Minister MORIYAMA Masahito, and Mr. TAKAHASHI Katsuhiko from the Embassy of Japan in Malaysia.



Through establishing its branch campus in Malaysia, the University of Tsukuba is endeavoring to promote the academic growth of its students. Furthermore, it will function as an educational institution where Japanese and Malaysian students, faculty members, and administrative staff can understand each other's ideas, perspectives, and values through exchanges with local higher education institutions. UTMy is expected to provide such a venue where both Japanese and Malaysian values are respected.

Former Prime Minister Mahathir Visited UTMy

In commemoration of its opening, UTMy invited the former Prime Minister Mahathir on September 3 to give a lecture for new students, faculty, and staff.

During the lecture, Dr. Mahathir recalled the days of his first visit to Japan in 1961. He said that he had been impressed to see Japanese citizens working diligently to rebuild the country during the post-war reconstruction period despite a great deal of difficulty and felt that the country's self-disciplined and hardworking people had been a major factor contributing to its unprecedented economic growth. He also added that Malaysian society was sure to benefit from the development of human resources by the Japanese university in Malaysia, where students from Malaysia and neighboring countries would be able to learn Japan's cultural values, ways of doing things, discipline, diligence, dedication, and more.

Following the lecture, Dr. Mahathir answered questions asked by UTMy's new students, faculty members, and a representative from Universiti Malaya. This lecture meeting, oriented towards interactive communication, started and ended in a warm and welcoming atmosphere.



Third “Evening Reception with President NAGATA Kyosuke” Held in Malaysia

On September 3, to commemorate the opening of University of Tsukuba, Malaysia (UTMy), the third event in the series entitled “Evening Reception with President NAGATA Kyosuke” took place in Kuala Lumpur.

Sixty invitees, including representatives from government agencies, local Japanese companies, the Alumni Look East Policy Society (ALEPS), and the Japan Graduates' Association of Malaysia (JAGAM), attended the event. It was held to strengthen the partnership between the University of Tsukuba, UTMy, and local Japanese companies.



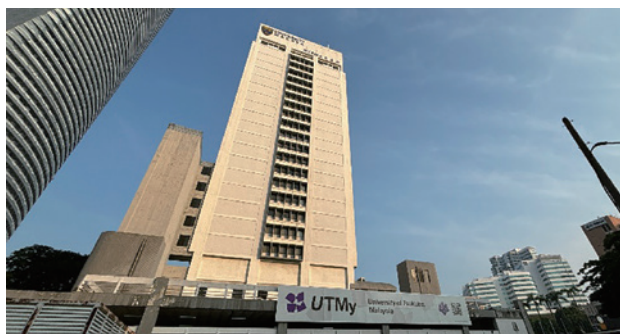
University of Tsukuba, Malaysia

The School of Transdisciplinary Science and Design, a new school, was launched by the University of Tsukuba, Malaysia (UTMy). The University of Tsukuba not only has become the first Japanese university to establish an overseas branch campus awarding Japanese degrees but also provides a unique kind of education, believing that Japanese universities need to be distinctive in their education to be truly internationalized.

UTMy provides education chiefly through classed oriented toward interdisciplinary problem-solving, transcending the boundaries between humanities and sciences. By inviting instructors from local Malaysian and Japanese companies, it aims to offer practical courses to enable students to delve into real-life and international issues by themselves and propose solutions to them. These classes are delivered mainly in English and Japanese, although some subjects designated by the Ministry of Higher Education of Malaysia are taught in Malay. UTMy promotes close industry-academia cooperation through not only education but also research, working in partnership with local companies, Japanese companies and other partners. Behind this are the local expectations for UTMy.

A total of 14 Japanese and international faculty members have been transferred from the Japanese campus of the University of Tsukuba to UTMy as full-time faculty members. These 14 are specialists in a wide variety of areas of expertise, including life and environment sciences, information engineering, comparative literature, political science, and subculture.

In response to what the Malaysian government demands, namely “learning of Japanese culture and fostering of Japanese-style professional ethics and values,” practices of martial arts, like judo and kendo, are included in UTMy's physical education classes. The goal is to develop people who can find employment not only in local Malaysian companies, but also in global companies and organizations based in Japan and elsewhere after graduation, respond flexibly to diverse values and sustainably play their parts. They are also expected to advance to graduate programs of the University of Tsukuba and other Japanese universities to open doors to more advanced career prospects.



Building that houses UTMy (inside Universiti Malaya)



Orientation

Official website of UTMy ▶
<https://www.utmy.edu.my/>



University of Tsukuba's presence at the Paris 2024 Olympic and Paralympic Games

The University of Tsukuba has sent many medalists, competition staff, sports doctors, and other medical staff to Olympic and Paralympic Games in the past.

A total of 35 graduates and other individuals related to the University competed in the Paris 2024 Olympic and Paralympic Games (19 in the Olympics and 16 in the Paralympics). When including non-athletes such as officials and competition staff, more than 90 people related to the university participated in the Games.

They all demonstrated their commitment in the Games and moved and inspired a lot of people.

Medalists

〈Olympics〉

- **NAGASE Takanori** Graduated from the School of Physical Education, Health and Sport Sciences
Gold in the men's 81-kg class judo (This is the first time an athlete has achieved consecutive golds in the men's 81-kg class judo!)
Silver in the judo mixed team

〈Paralympics〉

- **KIMURA Keiichi** Graduated from the Special Needs Education School for the Visually Impaired, University of Tsukuba
Gold in the men's 100-m butterfly in the S11 class (Paralympic record time)
Gold in the men's 50-m freestyle in the S11 class
- **SETO Yujiro** Doctoral student in Physical Education, Health and Sport Sciences, Graduate School of Comprehensive Human Sciences
Gold in the men's 73-kg class judo in the J2 class



Mr. Seto (center left) and Mr. Nagase (center right) visiting President Nagata

On July 4, 2024, before the Paris 2024 Olympic and Paralympic Games, a send-off event for athletes and related personnel took place at the University Hall.

Many people joined the event, including: NAGASE Takanori (Judo / graduate of the School of Physical Education, Health and Sport Sciences); ENOMOTO Haruka (Diving / student at the Doctoral Program in Coaching Science, Graduate School of Comprehensive Human Sciences); MORI Ai (Sports Climbing Women's Boulder & Lead / student at the School of Physical Education, Health and Sport Sciences); and TAKAHASHI Rieko (Women's Goalball / graduate of the Special Needs Education School for the Visually Impaired, University of Tsukuba, who has also completed the university's Master's Program in Disability Sciences, Graduate School of Comprehensive Human Sciences).

Also attending were: Professor OGATA Mitsugi of the Institute of Health and Sport Sciences, who acted as the general manager of Japan's Olympic delegation; TANIMOTO Ayumi (graduate of the School of Physical Education, Health and Sport Sciences), a gold medal winner at the Beijing Olympics who acted as the deputy manager of the delegation; and Professor MASUCHI Katsuyuki (Institute of Health and Sport Sciences), the judo coach of the women's national team. All expressed their enthusiasm for the Games.

A video compilation of supportive messages from within the university was screened in the latter half of the send-off event, which was closed with a passionate cheering performance staged by WINS, the University of Tsukuba Cheering Club.



University of Tsukuba and SMBC Group sign a Comprehensive Partnership Agreement



The University of Tsukuba and Sumitomo Mitsui Financial Group, Inc. (“SMBC Group”) signed a Comprehensive Partnership Agreement on August 1, 2024. This agreement, a new model for collaboration between universities and financial institutions, has been concluded to contribute to social transformation by promoting the advancement of science and technology advancement and the development of human resources through expanding this model across Japan.

Through this agreement, the University of Tsukuba will undertake management reforms to develop a sustainable and competitive operational foundation, while the SMBC Group will develop a broad range of collaborative initiatives as one of the university’s transformation partner. The university is located in Tsukuba Science City, which was established more than half a century ago.

We aim to become a leading model for fostering regional revitalization and collaboration between universities and financial institutions.



Overview of the agreement

The University of Tsukuba and SMBC Group will help to shape the future through “Finance and Knowledge,” and collaborate primarily in the following five areas:

1

Enhancing university management for a more robust financial foundation
— Towards a university supported by the society

- Strengthening this community-based university’s financial foundation and improving its asset management through acquisition of external funding and effective use of assets, which are necessary for university management
- Enhancing and streamlining university management through digital transformation of university operations
- Improving the wellness of university members through introducing a university-wide cashless system and using information effectively

2

Developing a new joint research and commercialization system
— Addressing social needs

- Optimal matching of university research and technological seeds with the needs of companies and other organizations to drive social transformation
- Contributing to the creation of a society where one startup after another is born through supporting the growth of startups and university-based ventures

3

Fostering talented people who can drive education, research and business from multiple perspectives
— Connecting with society

- Developing highly specialized professionals who can take on university management, finance, and other roles, and facilitating human resource exchanges
- Jointly developing visionary talent with a business mindset who understand the education and research fields of universities and can translate the research and technological seeds of universities, which are the foundation of social transformation, into business

4

Promoting sports and related fields
— Leading a brighter future society

- Developing support programs for athletes’ second careers
- Developing support initiatives for university and corporate sports
- Doing research on sports science and technology, one of the University of Tsukuba’s strengths, and putting the results to use

5

Promoting inclusive education
— Contributing to a society that thrives on diversity

- Enhancing the integrated management model of regular schools and special-needs schools adopted by the University of Tsukuba
- Developing inclusive education programs that cater to different types of schools
- Implementing financial literacy education that covers elementary to higher education, and fostering talented people who will be in demand in the future
- Supporting international students in collaboration with overseas universities and other organizations

NAGATA Kyosuke, President of the University of Tsukuba.

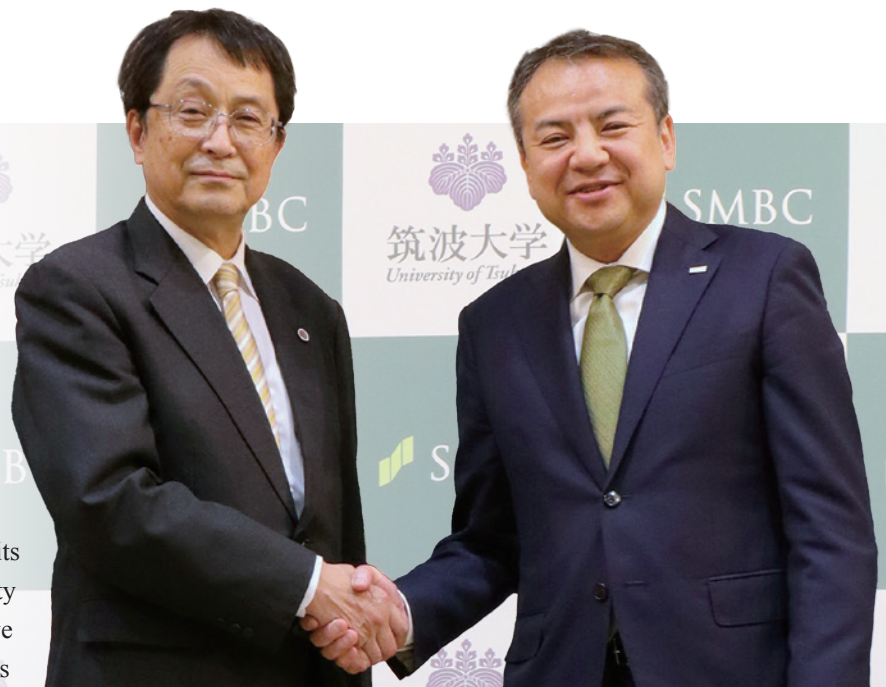
I am thrilled that we are signing a Comprehensive Partnership Agreement with the Sumitomo Mitsui Financial Group today. I am glad to welcome President Nakashima to our signing ceremony. Without his leadership, things would not have been this smooth. I am extremely grateful.

The University of Tsukuba, which marked its 50th anniversary last October, is a university whose mission is to transform society. I have talked with President Nakashima about this and feel that he and the Sumitomo Mitsui Financial Group think in unison in that regard. By that, I mean they are also aiming to drive social transformation. This common goal of ours is the key driver for this partnership.

The objective of this Comprehensive Partnership Agreement is to change Japan and the world. In more specific terms, we are going to carry out a broad range of initiatives, from marketing cookies made by children in special-needs schools to cooperating to change state systems. We are striving to offer solutions to social issues by making the most of our knowledge and financial resources.

Under this partnership agreement, we will do our utmost to make a difference to Japan and the world through bold attempts and adventures. I am looking forward to tackling new challenges in collaboration with many professionals from the Sumitomo Mitsui Financial Group.

The University of Tsukuba and SMBC Group will expand these on-campus initiatives into the community, leveraging the location of Tsukuba City, designated as a Super City-type National Strategic Special Zone, to provide a place for joint research and proof-of-concept projects with startups, global companies, and other partners.



NAKASHIMA Toru, Representative Executive Officer & Group CEO, Sumitomo Mitsui Financial Group, Inc.

President Nagata has just referred to the need for university reforms, using the word “adventures.” In the past, I have also heard from him that the University of Tsukuba has been striving to reform its management, promote collaboration between universities and financial institutions, which can set a good model for other national universities to follow, contribute to regional revitalization through such initiatives, and drive social transformation.

I took office as President last December. Since then, I have constantly been encouraging employees to demonstrate the courage to be innovative and act boldly, so we can take specific actions, by upholding the slogan “Make a breakthrough.” As such, I feel the University of Tsukuba and our group share similarities in philosophy and culture. This is what has made us want to join the University of Tsukuba’s bold attempt to “reform the university with the goal of driving social transformation” and support the university as its partner. We have therefore been doing some background work toward this objective.

The mission of the Sumitomo Mitsui Financial Group is to pave the way for Japan to grow again through “social value creation.” This partnership transcends the traditional scope of industry-academia collaboration, and we hope to help resolve social issues through this comprehensive partnership with the University of Tsukuba. I also believe that supporting universities will lead directly to putting Japan back on the growth track. Through this partnership, we are aiming to create a model that can be applied to other national universities.

Concept

The University of Tsukuba aims to establish free exchanges and close relationships in both basic and applied sciences with educational and research organizations and academic communities in Japan and overseas. While developing these relationships, we intend to pursue education and research to cultivate men and women with creative intelligence and rich human qualities. The University of Tsukuba endeavors to contribute to the progress of science and culture. Formerly, Japanese universities tended to remain cloistered in their narrow, specialized fields, creating polarization, stagnation in education and research and alienation from their communities. The University of Tsukuba has decided to function as university which is open to all within and outside of Japan. Toward this end, the university has made it its goal to develop an organization better suiting the functions and administration with a new concept of education and research highly international in character, rich in diversity and flexibility and capable of dealing sensitively with the changes occurring in contemporary society. To realize this, it has vested in its staff and administrative authorities the powers necessary to carry out these responsibilities.

Crest



The University of Tsukuba's "five-and-three paulownia" crest is derived from the emblem adopted by Tokyo Higher Normal School students in 1903, which was inherited by the Tokyo University of Education in 1949 for their school badge. Later in 1974, the University Council officially approved the crest as the school insignia of the University of Tsukuba. The "five-and-three paulownia" design is based on a traditional Japanese motif, but brings a unique variation to the classis style: the University of Tsukuba crest is different because only the outline of the flowers is depicted.



About the University



Governance Framework of the University of Tsukuba

Under the leadership of the president, the university decides on the roles and responsibilities of the internal organizations, and establishes appropriate decision-making procedures through the appointment of university executive officers and the Management Committee, which are systems unique to our university. In particular, the university has been making efforts to further strengthen governance and execute prompt business operations through the monitoring of compliance with the Code of Governance for National University Corporations.

Compliance with the Code of Governance for National University Corporations ►
<https://www.tsukuba.ac.jp/about/action-code/index.html>



Board of Directors

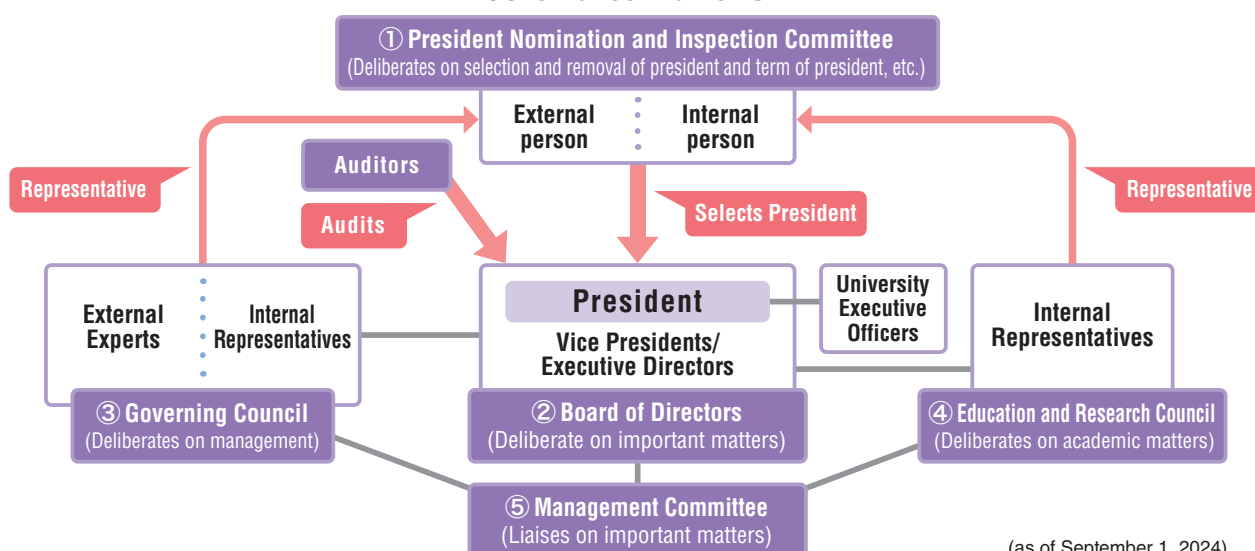
- The president is selected by (1) the President Nomination and Inspection Committee and is appointed by the Minister of Education, Culture, Sports, Science and Technology. The President Nomination and Inspection Committee is composed of members selected from external members of the Governing Council and members selected from the Education and Research Council to reflect not only views on campus but also views of society at large.
- The executive directors (6 full-time and 3 part-time directors, including 1 female director) assist the president in managing the affairs of the university corporation.
- The vice presidents (10 in total, 6 of whom are concurrent directors) assist the president, receive orders from the president, and manage school affairs.
- The university executive officers (18) support the president, receive orders from the president, and supervise specific duties under the university's unique system. The faculty heads (10), who head the faculty organizations, and persons (8) who are in charge of specific tasks are responsible for these duties.
- The auditors (2) are appointed by the Minister of Education, Culture, Sports, Science and Technology. In addition to auditing the university on a regular basis, the auditors cooperate in assessing the performance of the president at the annual meeting of the President Nomination and Inspection Committee.

* Furthermore, although not a director of the university, the accounting auditor is appointed by the Minister of Education, Culture, Sports, Science and Technology, and conducts audits of the financial statements, business reports (financial segments) and financial results.

Deliberating Bodies of the University

- ② The Board of Directors deliberates on important matters concerning administration, and meets once a month. It is comprised of the president and executive directors (10). The auditors, vice presidents and executive officers also attend board meetings.
- ③ The Governing Council is an organization which deliberates on important matters concerning management and meets seven times a year. It consists of the president, six full-time executive directors appointed by the president, and nine off-campus council members. To reflect the views of the wider society, the majority of the members are off-campus members. With other officers such as auditors, vice presidents, university executive officers and directors of administrative organizations also in attendance, the Governing Council serves as a venue where a wide range of opinions can be exchanged.
- ④ The Education and Research Council deliberates on important matters concerning education and research, and meets once a month. Comprised of the president, executive directors, vice presidents, heads of departments such as the university schools and colleges, and persons appointed by the president (total of 50 members), the Education and Research Council serves as a venue where the heads of all the organizations responsible for education and research at the University gather together.
- ⑤ The Management Committee, which is a system specific to our university, serves as a liaison and coordinating organization in important matters concerning the management of university affairs. It is comprised of the president, executive directors, vice presidents and university executive officers (36 members) and auditors also attend its meetings. All matters discussed by the above councils go through the Management Committee, which meets once a week to allow for flexible management. A characteristic of this committee is that the heads of the faculties, who are the heads of the teacher organizations, participate in decision-making from the initial stages as university executive officers of the university.

Governance Framework



(as of September 1, 2024)

University Officers



NAGATA Kyosuke
President



KATO Mitsuyasu
Vice President and
Executive Director for
Education



SHIGETA Yasuteru
Vice President and
Executive Director for
Research



NAKAUCHI Yasushi
Vice President and
Executive Director for
Collaborative Research



HOMMA Miwako
Vice President for
Student Affairs



IKEDA Jun
Vice President and
Executive Director for Global
Affairs



HIMIYA Naoki
Vice President and
Executive Director for Finance
and Facilities



KATO Kazuhiko
Vice President and Executive Director
for General Affairs, Human Resources
and Information Infrastructure



NISHIO Chizuru
Vice President for Planning,
Evaluation and Public
Relations University Librarian



HIRAMATSU Yuji
Vice President and Executive
Director for Medical Affairs
Director of University Hospital



DONKAI Saori
Vice President
Director for Education Bureau
of the Laboratory Schools



ASASHIMA Makoto
Executive Director (Non-full-time)



ITO Kumi
Executive Director (Non-full-time)



MASUDO Masaki
Executive Director (Non-full-time)



KAGEYAMA Shunji
Auditor



MATSUMAE Eriko
Executive Director (Non-full-time)



TAKENAKA Yoshihiko
President's office Chief of Staff



The 2024 leadership of the University of Tsukuba

History

The University of Tsukuba was established in October 1973, due to the relocation of its antecedent, the Tokyo University of Education, to the Tsukuba area. As a new concept comprehensive university in Japan to be established under a country-wide university reform plan, the university featured “Openness” with “New System for Education and Research” under a “New University Administration”. The university reform plays a major role in our continuing effort for improvement. We are striving to create a unique, active, and internationally competitive university with superlative education and research facilities.



Normal School was founded in Tokyo.



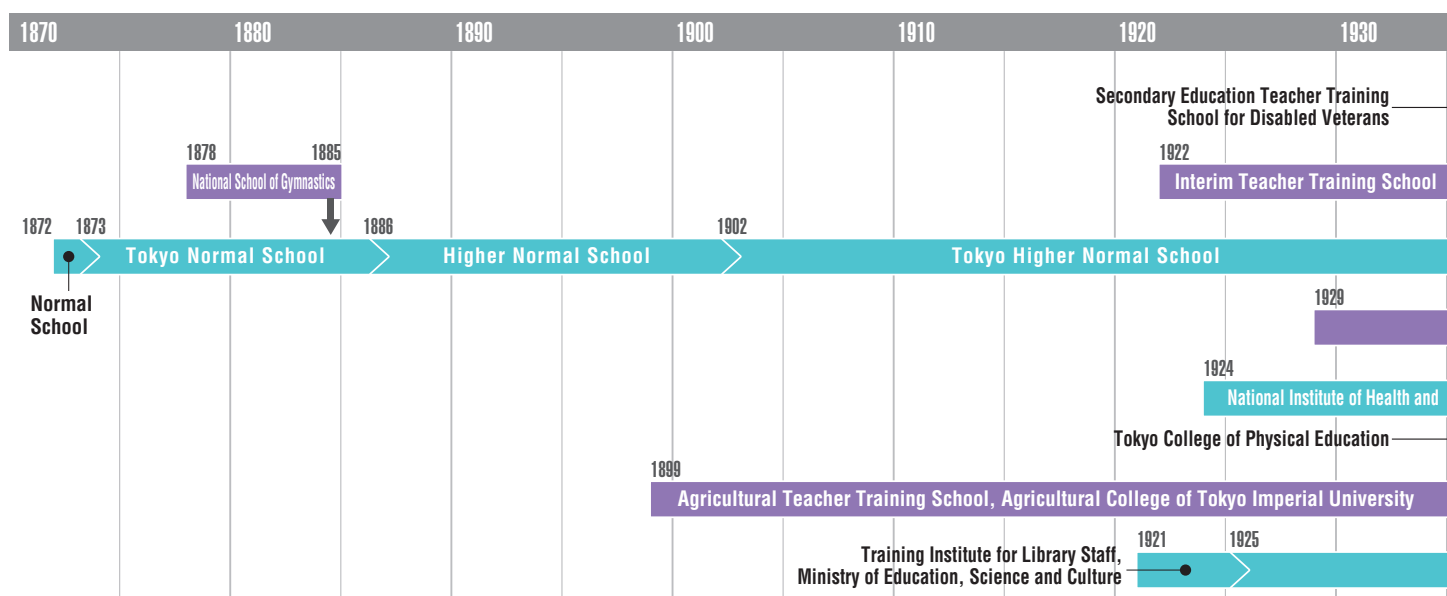
Tokyo University of Literature and Science was founded.



Normal School was renamed Tokyo Normal School.



Tokyo University of Education was founded under the National School Establishment Act (Act No. 150 of 1949.)



The University of Tsukuba and Tsukuba Science City

Tsukuba Science City is the largest leading-edge R&D center in Japan. The city boasts of more than 30 national research institutions, or about 30% of all national research institutes, and over 20,000 researchers are engaged in various research activities. The University of Tsukuba plays a central role in the city, aiming to create a new center for industry-academia-government collaboration that will generate innovation.



1973

University of Tsukuba was founded under the Law which amended part of the National School Establishment Act (Act No. 103 of 1973.)



2002

Merged with the University of Library and Information Science under the Law which amended part of the National School Establishment Law (Act No. 23, 2002.)



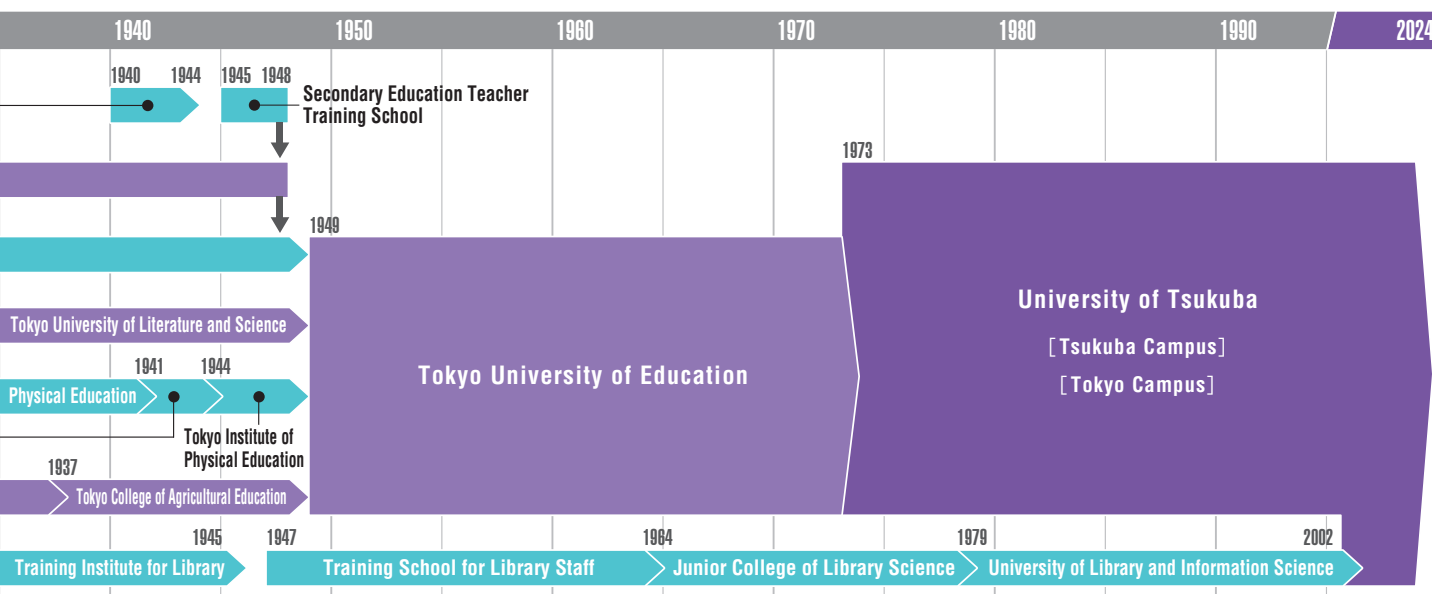
2004

According to the National University Corporation Act (Act No. 112 of 2003), the University of Tsukuba became a National University Corporation.



2023

The University of Tsukuba celebrated its 151st + 50th anniversary on October 1, 2023.



Establishment of the university

October 1, 1973

Number of students

16,722

■ Number of international students

2,411

■ Number of overseas partner universities

383

(67 countries and regions)

«Undergraduate Schools»

■ 9 Schools • 23 Colleges • 1 Specific Degree Program • 1 School of Comprehensive Studies

9,634 (Including 3,718 female students)

«Graduate Schools»

■ 3 Graduate Schools • 6 Programs (6 Programs • 56 Specific Degree Programs)

7,088 (Including 2,543 female students)

Number of faculty and staff members

5,434

Including 2,755 female and 184 international faculty and staff members

■ 11

faculty organizations

1,767

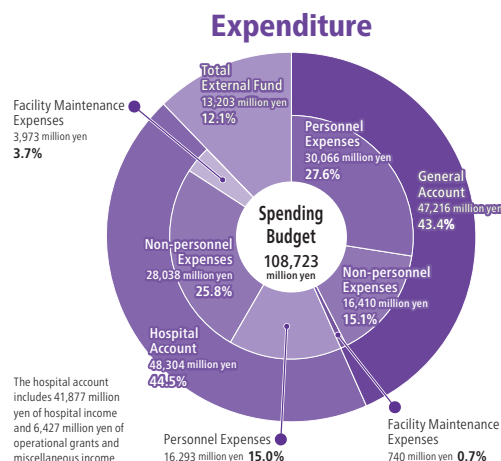
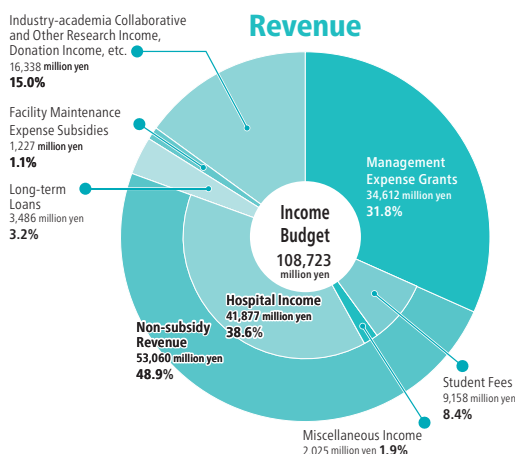
faculty members

Laboratory schools

11

Schools • 3,976 pupils/students • 547 teachers

Financial foundation



Area

Land area 12,645,922 m² (excluding laboratory schools)

■ The Tsukuba Campus is the 2nd largest single campus in Japan.

258 hectares (about 55 times the area of Tokyo Dome)

As of May1, 2024

University of
Tsukuba Library

5 libraries

■ Number of books (as of March 31, 2024)

books 1,703,166 books in Japanese

1,048,290 books in other languages

42,583 e-books

■ Number of users (Results in AY2023)

Total number of visitors 653,827 1,890 visitors/day

Number of borrowers 82,573 239 borrowers/day

Number of loaned books 212,543 614 books/day

University of
Tsukuba HospitalCumulative totals in
AY2023*Results including those
of related hospitals

■ Number of outpatients

445,763

■ Number of inpatients

247,221

■ Number of emergency patients

7,790

Nobel Prize
Winners

■ Nobel Prize in Physics



Courtesy of the Tomonaga Memorial Room

1965

Dr. TOMONAGA Sin-Itiro

Professor Emeritus, Former President
of the Tokyo University of Education
Quantum electrodynamics, with profound
consequences for the physics of elementary particles

■ Nobel Prize in Physics



1973

Dr. ESAKI Leo

Professor Emeritus, Former President
of the University of Tsukuba
An experimental discovery concerning tunneling
in semiconductors and superconductors

■ Nobel Prize in Chemistry



2000

Dr. SHIRAKAWA Hideki

Professor Emeritus of the University
of Tsukuba
Discovery and development of conductive
polymers

Total No. of Olympic and Paralympic Medals

■ Olympics*



26



21



22

■ Paralympics*



19



24



26

138 medals in total

*Numbers of medals that have been won by students, graduates (former students who have completed courses),
faculty, or staff of the University of Tsukuba or schools affiliated with the university (including predecessor schools)

Organizations

Organizations (inside Japan)

» Education Organizations

Graduate Schools

- Graduate School of Business Sciences, Humanities and Social Sciences
 - Degree Programs in Humanities and Social Sciences
 - Degree Programs in Business Sciences
- Graduate School of Science and Technology
 - Degree Programs in Pure and Applied Sciences
 - Degree Programs in Systems and Information Engineering
 - Degree Programs in Life and Earth Sciences
- Graduate School of Comprehensive Human Sciences
 - Degree Programs in Comprehensive Human Sciences

School of Integrative and Global Majors

School of Comprehensive Studies

Undergraduate Schools

- (10 schools)
- School of Humanities and Culture
 - School of Social and International Studies
 - School of Human Sciences
 - School of Life and Environmental Sciences
 - School of Science and Engineering
 - School of Informatics
 - School of Medicine and Health Sciences
 - School of Physical Education, Health and Sport Sciences
 - School of Art and Design
 - School of Transdisciplinary Science and Design (University of Tsukuba, Malaysia)

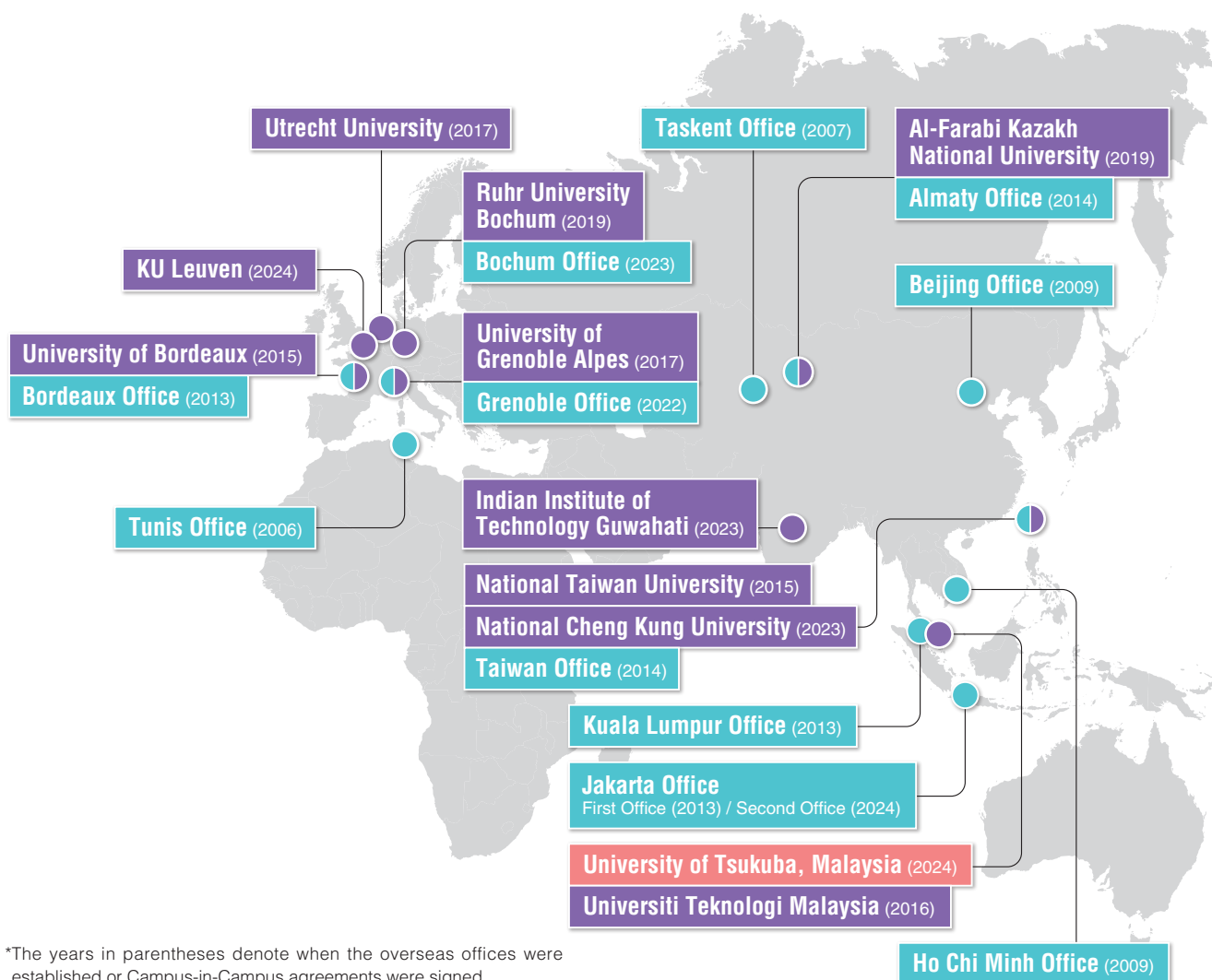
Laboratory Schools (11 schools)

- Elementary School, University of Tsukuba
- Junior High School at Otsuka, University of Tsukuba
- Junior High School at Komaba, University of Tsukuba
- Senior High School at Otsuka, University of Tsukuba
- Senior High School at Komaba, University of Tsukuba
- Senior High School at Sakado, University of Tsukuba
- Special Needs Education School for the Visually Impaired, University of Tsukuba
- Special Needs Education School for the Deaf, University of Tsukuba
- Special Needs Education School for the Mentally Challenged, University of Tsukuba
- Special Needs Education School for the Physically Challenged, University of Tsukuba
- Special Needs Education School for Children with Autism, University of Tsukuba

Education and Student Support Centers

- (3 organizations)
- Center for Education of Global Communication
 - Admission Center
 - University Health Center

Organizations (outside Japan)



*The years in parentheses denote when the overseas offices were established or Campus-in-Campus agreements were signed.

» Research Organizations

Institutions (Faculty Organizations)

- Institute of Humanities and Social Sciences
- Institute of Business Sciences
- Institute of Pure and Applied Sciences
- Institute of Systems and Information Engineering
- Institute of Life and Environmental Sciences
- Institute of Human Sciences
- Institute of Health and Sport Sciences
- Institute of Art and Design
- Institute of Medicine
- Institute of Library, Information and Media Science
- Institute of Transdisciplinary Research

Advanced Research Centers (19 organizations in total)

RS (World-leading Research Center)
(1 organization)

R1 (World-class Research Center)
(2 organizations)

R2 (National-class Research Center)
(10 organizations)

R3 (Priority Training Research Center)
(6 organizations)

→ See page 47

Research Support Centers

- Research Facility Center for Science and Technology
- Academic Computing & Communications Center (ACCC)

Research & Development Centers (12 organizations in total)

→ See page 53

For details, please see
the following website ▶
[https://www.sanrenhonbu.
tsukuba.ac.jp/2020rd/](https://www.sanrenhonbu.tsukuba.ac.jp/2020rd/)



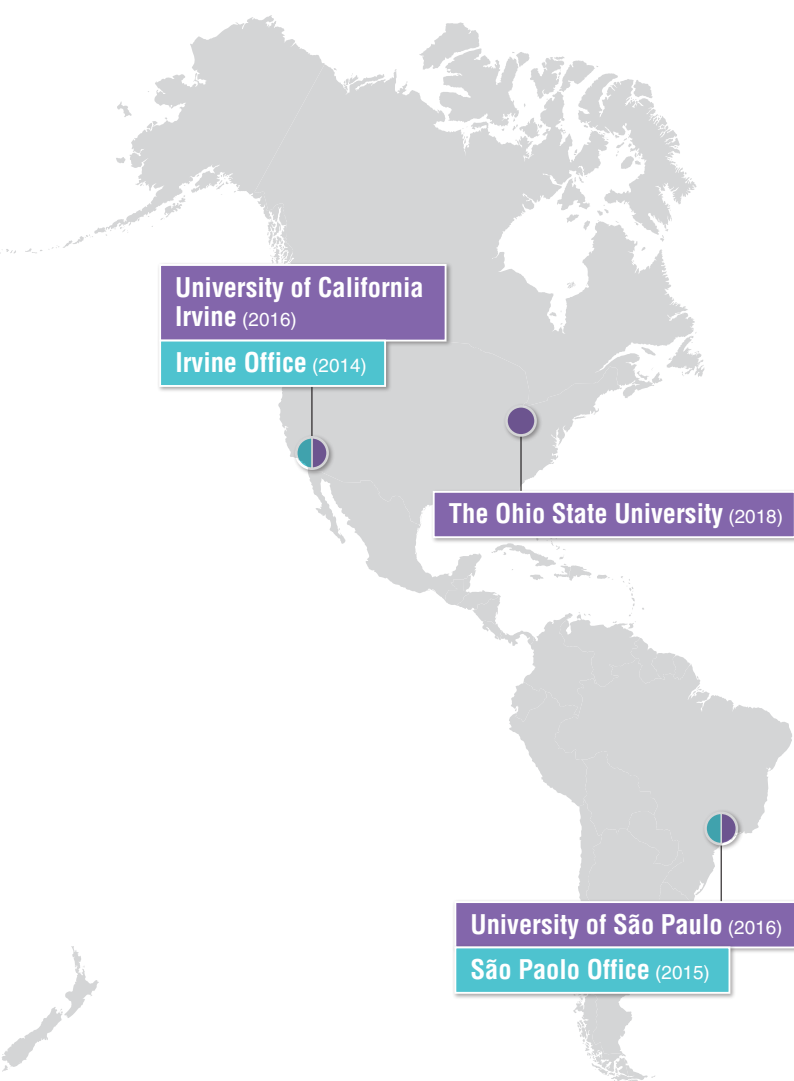
Other Facilities

- Innovation Medical Research Institute
- Tsukuba Clinical Research & Development Organization (T-CReDO)
- Open Innovation Strategy Organization (OISO)
- Organization for Human Smart City Research

» Affiliated Facilities

University of Tsukuba Library

University of Tsukuba Hospital



Overseas Offices

Fourteen offices
(established in twelve different countries and regions*)
*Including some within CiC partner institutions

We have established overseas offices to support international cooperation in promoting education and research activities as part of our internationalization efforts. We have offices in twelve different countries and regions as of now, the purpose of which is to carry out a wide range of activities in line with their respective missions, such as attracting international students, supporting students on study-abroad programs in the countries and regions, promoting and supporting academic exchanges with related universities and other organizations, and constructing alumni networks.

Campus-in-Campus

Thirteen universities in ten different countries and regions

The Campus-in-Campus (CiC) Initiative is a scheme of sharing campuses among the partner universities with a purpose of utilizing our respective research and educational resources without any national or institutional barriers. Moreover, through the CiC scheme, partner universities are highly expected to enhance the mobility of exchange students, faculty members and administrative staff.

New Adventures for the University of Tsukuba - For the Next 50



NAGATA Kyosuke

President of the University of Tsukuba

We celebrated the 50th anniversary of the establishment of the University of Tsukuba in October 2023. I would like to take this opportunity to express my gratitude for the support and cooperation our university has received from a wide variety of stakeholders. The university traces its roots to the Normal School, Japan's first institution of higher education, founded in 1872, which later became the Tokyo University of Education, the immediate predecessor of the University of Tsukuba, making 2024 also the 152nd year since our founding. Since 1973, in which we were re-established as a "new concept university," we have committed to being open and promoting constant reforms and have been playing a leadership role in leading Japan's university reforms as a one-of-a-kind university in Japan that is unique from both a philosophical and structural perspective. It is our important mission to go beyond all kinds of borders to create new value through research and education and continue to fulfill our social roles while remaining fully aware of the above role.

All of the graduates and alumni of the University of Tsukuba from various fields who took the podium at the 50th anniversary celebration said the same thing: "The greatest adventure of my life was studying at this university." Now that 50 years have passed since its foundation, the University is beginning to undertake a major gear shift so it can remain a place of adventure for the next five decades. We declare to "DESIGN THE FUTURE, TOGETHER" with society, in continuation of our previous guiding theme "IMAGINE THE FUTURE"; in other words, envisaging an opener future, by striving to achieve the goal under the slogan "Beyond the Borders". Taking advantage of the

excellent legacy and good traditions from the Tokyo University of Education, the predecessor school, as well as the abilities that the university has accumulated during the fifty years since its foundation, we intend to conduct research across the boundaries of different disciplines, get ahead of the world in terms of educational models, make the most of our location in Tsukuba Science City to actively promote university-industry collaboration, and so on, as a truly comprehensive university committed to creating new knowledge to design future society. Through such initiatives, we will head for a better future hand in hand with you.

In April 2022, which marked our new beginning as a Designated National University Corporation, we established a set of basic policies, entitled "University of Tsukuba Vision 2030," to set out our vision for the University and how to realize it as part of our efforts to achieve the above initiatives.

(For details, please see the next page.)

To create "GLOBAL TRUST," all members of the university will make concerted efforts to make the four elements of the Vision, namely Open University, and its Education, Research, and Co-creation with Society, evolve into something more advanced while sharing them. We look forward to your continued support and cooperation.



* "GLOBAL TRUST" refers to a relationship of trust not only between individuals, or between an individual and an organization or society but also between societies, organizations, or countries, and is a concept that supports our mission, "create knowledge for resolving global issues and contributing to the development of the society of the future including the cultivation of human resources who will take the initiative."

University of Tsukuba Vision 2030

The University of Tsukuba aims to create GLOBAL TRUST and has summarized the ideals for the university and basic policies for achieving the ideals into The University of Tsukuba Vision 2030 to realize the aim. The Vision casts a fresh light on the meaning of “a university that is open in every sense of the world,” which the university aims to be in its Mission Statement, and accordingly redefines the university as “a university that will deepen its engagement with society and co-create a future society as it should be alongside our stakeholders, particularly our students.” It can be said that Tsukuba Science City, where many different research organizations and companies are clustered, provides an optimal environment (experimenting field) for bold large-scale experiments in the areas of education, research, and social contribution activity. Taking advantage of the favorable environment of the city, which has been designated as a National Strategic Special Zone for the Super City initiative, we intend to accelerate the realization of dreams of all stakeholders through our efforts from Tsukuba Science City, with our solid traditions and visionary spirit of innovation in mind.

The University of Tsukuba Vision 2030 consists of the following four elements:

- **Open University Vision** ➡ For details, please see Page 25
- **Education Vision** ➡ For details, please see Page 33
- **Research Vision** ➡ For details, please see Page 43
- **Co-creation with Society Vision** ➡ For details, please see Page 51

While Education Vision, Research Vision, and Co-creation with Society Vision correspond to the education, research, and social contribution activities of the university, which are its missions, respectively, Open University Vision is meant to represent what the university aims to be, which forms the foundation for the other three elements. “Co-creation with Society” has evolved from traditional social contribution activities, in response to a need to redefine the basic characters of the University of Tsukuba.

For details, please visit the following website of
the Bureau of Strategic Management Initiatives ➡
<https://www.bsmi.sec.tsukuba.ac.jp/>



Designated National University Corporation Scheme of the University of Tsukuba — Towards a “truly comprehensive university” committed to resolving global issues —

April 1, 2022 marked our new beginning as a Designated National University Corporation. Designated National University Corporations are national university corporations designated by the Minister of Education, Culture, Sports, Science and Technology of Japan as showing a certain level of promise for world-class education and research activities, with the aim of accelerating the improvement of education and research standards and the creation of innovations in Japanese universities. Designated universities are expected to go beyond the scope of domestic competition inside Japan to compete with leading universities around the world in the competitive international environment and are expected to lead reform efforts across Japanese national universities by proactively sharing specific outcomes of their contributions to social and economic development. To become a truly

comprehensive university committed to resolving global issues, which is our vision for the future, we have set three goals under the slogan “Beyond the borders.”

1. Enhance research beyond disciplines
2. Develop human resources without borders
3. Implement research results to solve global issues

As a Designated National University Corporation, the University of Tsukuba is expected to play a leadership role in the reform of national universities. We are sure that by meeting this expectation we can become a driving force behind further growth of higher education in Japan and overall development of the country. We will strive to make this come true, being fully aware that the whole world is the stage for our collaboration and competition.

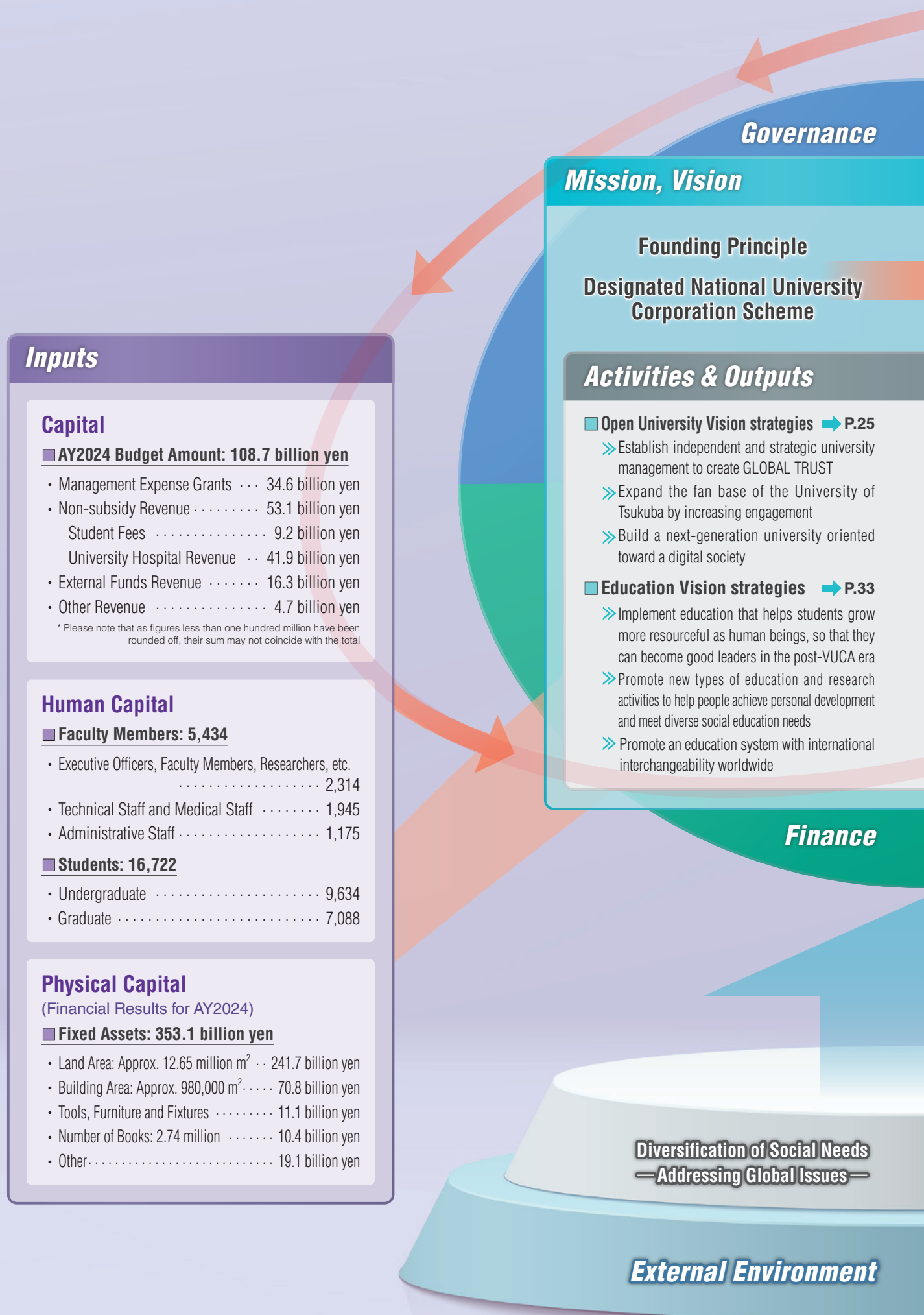
Information about the Designated National University Corporation scheme of
the University of Tsukuba is also available on the following website of
the Ministry of Education, Culture, Sports, Science and Technology of Japan ➡
https://www.mext.go.jp/b_menu/houdou/mext_00343.html





Creation of Social Value





Engagement with Stakeholders

University of Tsukuba Vision 2030

Open University Vision
Education Vision
Research Vision
Co-creation with Society Vision

■ Research Vision strategies → P.43

- » Promote intellectually stimulating research that examines principles
- » Create new academic fields by promoting interdisciplinary research
- » Develop and improve environmental infrastructure for the creation of knowledge to help young talent reach their potential

■ Co-creation with Society Vision strategies → P.51

- » Take on challenges towards co-creation of a future society through industry-academia-government-bank collaboration
- » Strengthen the venture ecosystem of the University of Tsukuba
- » Accelerate the co-creation of a future society through social implementation of R&D results

Impact

Contributions to Resolving Global Issues

Outcomes

- Making dreams come true as a university that is open in every sense of the word
- Promoting independent university management by increasing openness and transparency
- Developing basic skills in understanding the essence of things and seeing things from many different sides
- Providing a free environment that allows students to keep trying as many times as they want and developing human resources who have diverse values and a good sense of ethics and are able to explore the best possible measures to solve issues and put them into practice
- Promoting interdisciplinary collaborations between researchers with a high degree of professionalism and a broad vision
- Promoting research in traditional academic fields by thinking outside of the box while trailblazing in innovative research fields
- Networking with the world from Tsukuba Science City to work on global issues
- Promoting social implementation of R&D results that lead to resolving global issues, thereby contributing to the co-creation of a future society
- Strengthening cooperation with society to achieve the SDGs, ESG goals, and carbon neutrality



Financial Conditions, Technology Changes,
Social Issues, Environmental Issues, etc.

Open University Vision

Promote independent university management to make dreams come true as a university that is open in every sense of the word by increasing openness and transparency.

《《 What Open University Vision represents 》》

We are expected to enhance and promote independent and strategic university management. Making the University of Tsukuba a university that attracts and attach people is an essential element of meeting the expectations. We wish to be a one-of-a-kind university that provides all members with an environment that allows them to engage in activities vibrantly and proudly and cocreates dreams with all stakeholders both inside and outside the university. To catch up with the world's leading universities that are financially independent, it is an urgent task for us to establish a system that will enable us to make institutional and speedy decisions, while at the same time diversifying our financial sources and reinforcing our compliance system and governance.

Strategy 1 Establish independent and strategic university management to create GLOBAL TRUST

- 》 Strengthen our financial base through the diversification of financial sources
- 》 Reinforce compliance
- 》 Promote agile governance

For details of our efforts to reinforce our governance system and compliance, see Page 57.

Strategy 2 Expand the fan base of the University of Tsukuba by increasing engagement

- 》 Establish an empowering environment for people who will lead a “diversity, equity & inclusion” society
- 》 Strengthen partnerships with society and community
- 》 Energize Tsukuba Science City through organic collaborations

Strategy 3 Build a next-generation university oriented toward a digital society

- 》 Promote a digital campus to accelerate the circulation and sharing of information
- 》 Create new value by restructuring work conditions



Towards more independent and strategic university management: — Projects of the Bureau of Strategic Management Initiatives —

The Bureau of Strategic Management Initiatives is a new organization that was only launched in April 2022 with the mission of establishing medium- to long-term management strategies for the University of Tsukuba and making them realities. The office involves both faculty and staff members and works to promote continued growth and development of the university through a wide variety of initiatives, including promotion of the University of Tsukuba Vision 2030.

Website of the Bureau of Strategic Management Initiatives ▶

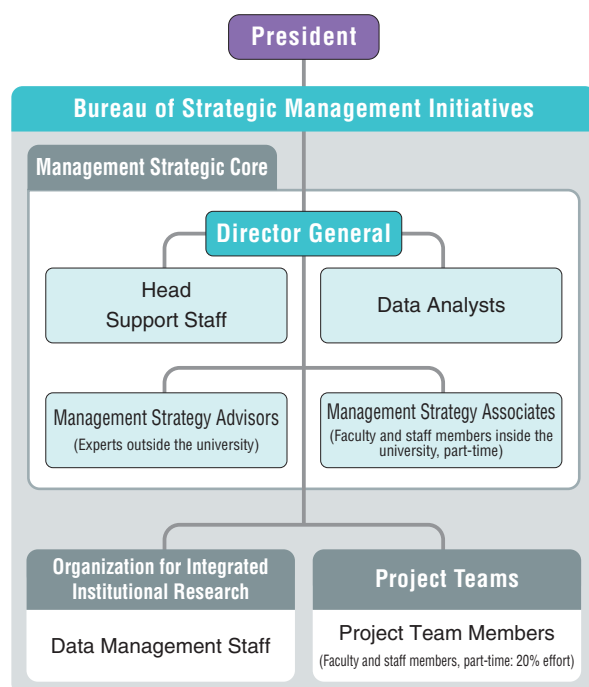
<https://www.bsmi.sec.tsukuba.ac.jp/>



Mission and duties of the Bureau of Strategic Management Initiatives

- **Mission** Establish and realize medium- and long-term management strategies and promote evidence-based university management
- **Duties**
 - Planning and implementation of corporate management strategies
 - Management analysis and future forecast utilizing IR data
 - Identification of cross-jurisdictional and cross-sectoral issues, and establishment and management of project teams to solve them

System of the office



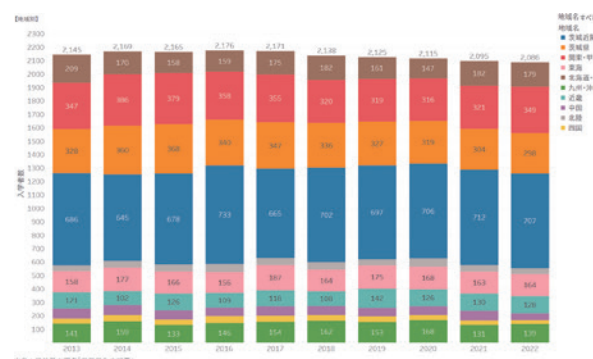
Promotion of evidence-based corporate management

The Organization for Integrated Institutional Research, which was established in 2023, has introduced an integrated IR system to promote BI tool-based visualization of IR data.

Examples of visualization

- Quantitative indicator-based monitoring of individual departments of education and research organizations (used to assess the organizations)
- University of Tsukuba Factbook

[Example of analysis of the numbers of school enrollment by region by year]



Improvement of engagement

The Office has held symposiums and seminars on a wide variety of topics concerning university management. The goal is to instill the University of Tsukuba Vision 2030 more deeply and widely within the organization and increase engagement by members of the university and other involved parties.

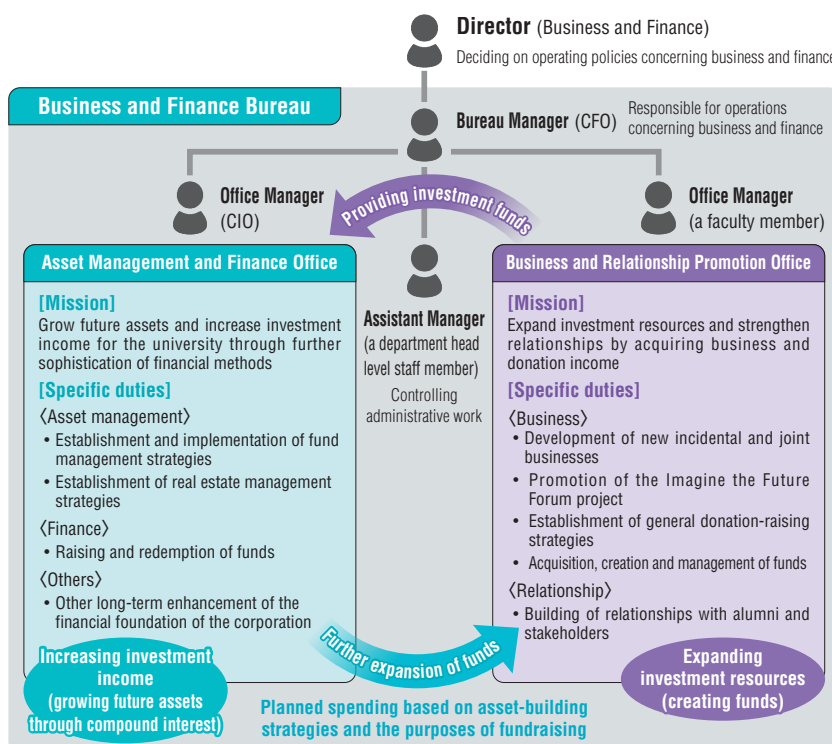
Event times	Internal symposiums, etc.
April 2023	University of Tsukuba Vision Symposium "The Future of the University of Tsukuba We Will Create Together (a welcoming event for new faculty and staff)"
September 2023	University of Tsukuba Vision Symposium "To Become an Independent Management Body, Free from External Interferences – Possibilities and Challenges Concerning the Utilization of Intellectual Property"
February 2024	Study session hosted by the Bureau of Strategic Management Initiatives "Mechanism Behind the Richness and Strength of American Universities – The History, Management, and Educational Impact of Endowments"



Strengthening our financial base through the diversification of our financial resources

Establishment of the Business and Finance Bureau

The goal of the Business and Finance Bureau, which was launched on April 1, 2024, is to establish a more independent financial foundation through integrating fund procurement and asset management. The bureau consists of two offices. One is the Asset Management and Finance Office, a spun-off finance section from the existing financial department, whose mission is to grow future assets and increase investment income for the university through further advancement of financial methods. The other is the Business and Relationship Promotion Office. Its mission is to enhance the acceptance of donations for education, research, and other activities of the university. More specifically, the bureau is working to secure sources of funding for the latest education and research activities by implementing long-term asset management through endowment investment to build a more sustainable, independent financial foundation.



Issuance of “University of Tsukuba Social Value Creation Bond”

We issued a sustainability bond* named “The University of Tsukuba Social Value Creation Bond” in October 2022 to cocreate a future society based on new social value with society.

It was decided in May 2023 that funds raised through this bond would go towards three projects based on the University of Tsukuba Vision 2030 (1. IMAGINE THE FUTURE Forum, 2. Sport Complex for Tomorrow, and 3. Future Society Design Building), which the university would carry out to co-create a future society based on new social value with society itself as part of its efforts to help achieve carbon neutrality and the SDGs.

*A bond funds raised for projects that contribute to solving global environmental and social issues

» Outline of IMAGINE THE FUTURE Forum (scheduled to be completed in AY2027)

This project is about developing a facility to create new social value, aiming to convert the intelligence, networks, human resources, and other resources and value accumulated in the University of Tsukuba into social value, for example by promoting genuine needs-driven industry-academia collaborative research to proactively resolve social issues and seeking to cocreate innovations leading to social reforms.



Architectural perspective

» Outline of Sport Complex for Tomorrow (scheduled to be completed in AY2026)

This project is about developing a space that can be utilized to practice tutorial education to promote the production of social problem-solving research and future-making people, which the University of Tsukuba aims to achieve, as well as to help students think of new ideas, showcase their student culture, and interact with local communities.



Architectural perspective

» Outline of Future Society Design Building (scheduled to be completed in AY2025)

This project is about developing a space that can be utilized to practice tutorial education to promote the production of social problem-solving research and future-making people, which the University of Tsukuba aims to achieve, as well as to help students think of new ideas, showcase their student culture, and interact with local communities.



Architectural perspective

Tsukuba Futureship

Since April 2010, the university has been awarding the Tsukuba Futureship to students who demonstrate the potential to pave a new path for the future to provide them with a stable environment where they can concentrate on studying and research and with opportunities to engage in various mutual exchanges as well as to contribute to promoting education and research at the university, and also social contribution activities.

The Tsukuba Futureship has both a General Fund and Specified Funds. The General Fund mainly provides financial support to elementary, secondary, and tertiary students for study and research purposes and for international exchanges and development of global human resources. The Specified Funds, which are established for the implementation of specific projects conducted by the university, are used for purposes such as training and strengthening athletes and teams in sports clubs and developing human resources who will provide high-quality medical care at the University Hospital. The Study Support Fund, which is a specified fund, provides support to students who have difficulty studying due to economic reasons. In accordance with the tax deduction scheme introduced under fiscal 2016 tax reforms, donors to this fund can receive a tax deduction by choosing either an “income deduction” or “tax deduction,” whichever is more advantageous.

In addition to tax incentives for making donations, the university also gives commendations to donors based on the amount of their donations, as an expression of gratitude to donors.

We thank you for your understanding of the mission of the Tsukuba Futureship and we look forward to your continued support.

Website of Tsukuba Futureship ►
<https://futureship.sec.tsukuba.ac.jp/>



Crowdfunding

In AY2017, we launched a business partnership with READYFOR Inc. for crowdfunding, a powerful tool for obtaining donations. In AY2023, we implemented three projects with a funding amount of approximately 37 million yen.

As a university carrying out a broad range of educational and research activities, we invite crowdfunding contributions mainly from outside the university for project themes that can benefit society.

The university will continue actively implementing projects concerning its education, research, cooperation with local community members and other activities and communicating these activities to encourage the formation of donation habits and increase new donors, thereby strengthening its financial base through diversification of its financial resources.

Projects Implemented in AY2023

① “Project to support research activities for the University of Tsukuba R&D Center for Digital Nature”

The R&D Center for Digital Nature, which was launched in 2020, is mainly engaged in R&D activities, development of human resources, and social implementation-oriented initiatives. Funds raised through this crowdfunding project will go towards the travel expenses incurred by students of the center to attend international academic conferences, API fees, and other research expenses.

Amount raised: 6,565,000 yen (6,000,000 yen)

② “To unlock the secrets of the sound of the classical guitar by reproducing a masterpiece by Bouchet”

The modern classical guitar was only developed in the 19th century and is an evolving musical instrument. Nevertheless, there are famed examples. Among them are those made by the French guitar maker Robert Bouchet (1898-1986), the sound of which is difficult to reproduce. I will stay in France to produce a copy of a masterpiece by Bouchet, and compare it with an original one by Bouchet using the latest measuring technology

to identify guidelines for the design of guitars, and define parameters characterizing many guitars. The goal is to return the results to society.

Amount raised: 4,481,000 yen (4,000,000 yen)

③ “Tadaima Tsukuba Project, marking the 50th anniversary of the University of Tsukuba”

Commemorating the 50th anniversary of the University of Tsukuba, the Tadaima (coming Home to) Tsukuba Project has been launched to develop the university's new alumnus network. The project, which aims to establish a direct pathway for circulating donations between existing students and graduates, is underway while reflecting the voices and opinions of contributors. The goal is to provide an effective donation program from which students can benefit directly, to provide a new form of support through which university management can tap into the goodwill of alumni.

Amount raised: 26,155,000 yen (100,000,000 yen)

The amounts in parentheses show the target amounts.

The empowerment of everyone starts with individuals. Aiming to bring a smile to each and every individual with the help of everyone: The Bureau of Human Empowerment (BHE)

As an “open university,” the university has always placed special emphasis on diversity and inclusion. Today, we are living in an era in which all of our surroundings are changing more and more rapidly, which makes it increasingly difficult to forecast the future. This is the time when we are required to pay even greater attention to diversity and inclusion than ever before and create new methods and value that are not extensions of what we have traditionally been doing by transforming diverse differences into power, thereby responding effectively to changes.

Toward this objective, the Bureau of Human Empowerment (BHE) has been working to make the University of Tsukuba a university where all members, including both students and staff, respect and cooperate with one another, and sometimes facilitate each other's growth through friendly competition as good rivals.

Building upon the experience and knowhow that the Diversity, Accessibility and Career Center, the predecessor of BHE, has accumulated in the areas of gender support, accessibility support, and career support, BHE forms issue-specific cross-sectoral taskforces to get them to work on action plans. In addition, BHE consists of members from a wide variety of backgrounds, such as faculty members in art, physical education, and human sciences and those from corporations, who are also diverse in terms of age, sex, sexuality and disability. They work in cooperation with, and seek opinions from, students depending on their activity themes as they carry out their tasks.

Disparities and discrimination can be corrected through institutional intervention, such as abolition of unfair systems and establishment of new guidelines, when they are visible. Inclusion, however, means allowing all individuals to feel that they are “respected as team members while contributing to their teams in one way or another themselves,” irrespective of whether they have special needs or whether they are minorities or majorities, and it is something that consists of the behavior of each person. BHE proactively makes new attempts to make the University of Tsukuba even more inclusive by working in partnership with organizations and individuals both inside and outside it.

Basic principle

We respect the rights, potential and diversity of each member of the University of Tsukuba, including students and staff, and build an environment where each individual's ability is demonstrated and utilized to the fullest. Through these efforts, we will foster a university culture that promotes the empowerment of people.

Behavioral guidelines

In order to create a virtuous cycle of value based on human diversity and inclusion by establishing relationships of trust with organizations inside and outside the university, our behavioral guidelines aim to achieve the following:

- 1 Support human resource development so that members can maximize their diverse individual abilities according to their career paths.
- 2 Support the creation of a fair and impartial environment that utilizes members according to the goals and objectives of each organization and individual.
- 3 Implement educational activities to help members understand and respond appropriately to a diverse group.
- 4 Foster a university culture that respects human potential and diversity and promotes the empowerment of people both physically and mentally.
- 5 Carry out activities to create a society that is inclusive of diversity by collaborating and cooperating with local communities and the international community.



BHE
ヒューマンエンパワーメント推進局
Bureau of Human Empowerment

Website of the Bureau of Human Empowerment ▶
<https://dac.tsukuba.ac.jp>



Major initiatives

» Gender Support Team

- Providing intensive courses and seminars concerning diversity and inclusion
- Hosting the Diversity Management Summit for university executives
- Organizing International Women's Day and Pride Month awareness-building activities
- Operating the SaferSpace KiteKite at regular intervals
- Awarded the PRIDE Index GOLD by the volunteer association work with Pride (for the seventh time)
- Holding a science forum for female junior high school and high school students



Diversity Management Summit



Pride Month special book exhibition



a science forum for female junior high school and high school students

» Accessibility Support Team

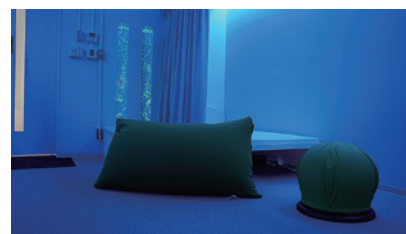
- Providing learning support to students with disabilities through cooperation with educational organizations and internal support organizations
- Implementing individual psychological and educational assessments
- Developing peer tutors to support students with disabilities
- Setting up personal learning and relaxation spaces (Accessible Study Rooms) to accommodate neurodiverse students
- Holding FD/SD training sessions etc. for higher educational institutions across Japan at a diversity, equity & inclusion center for personnel education (accredited by the Minister of Education, Culture, Sports, Science and Technology as a Joint Usage Center for Education)
- Providing a university advancement support program for high school students with disabilities (social contribution project by the University of Tsukuba)



Peer tutor training



Experience with support equipment



Relaxation space (Accessible Study Room)

» Career Support Team

- Providing information about recruitments, internship programs, etc. received from corporations and other organizations
- Hosting internship seminars, industry study sessions, joint company information sessions and other events
- Providing courses designed to support career development
- Implementing career development support activities targeting international students, students with disabilities and doctoral human resources (including postdoctoral fellows) from diverse backgrounds
- Operating the PhD x Future matching system for doctoral human resources (including postdoctoral fellows)
- Providing personal career counseling available to students as well as faculty and staff members



Internship seminar



BHE Info HUB



First-year seminar

Towards maximum utilization of human, intellectual, and material assets related to physical education and sports: — Projects of the Bureau of Physical Education and Sports —

Dr. KANO Jigoro, who served as principal of the Tokyo Higher Normal School, the predecessor of the University of Tsukuba, laid the foundations for the development of physical education and sports in Japan and other parts of Asia by establishing Japan's first physical education course and acting as the first member of the International Olympic Committee in Asia. Since then, the University of Tsukuba has produced numerous athletes over its long history, which started with the Tokyo Higher Normal School. Our traditions of over 150 years have continually been passed down to today, and will be carried through to the future.

Building upon the traditions, the University of Tsukuba established the Bureau of Physical Education and Sports in April 2023 to centralize all of its physical education- and sports-related operations. Operations concerning physical education and sports, which had been allocated across different departments in the past, became centralized in this university-wide organization, which enables more sophisticated development of human resources through physical education and sports and works to maximize the well-being of all individuals involved in physical education and sports by making effective use of the diverse assets owned by the university.

For more information about
sports at the University of Tsukuba ▶

<https://www.tsukuba.ac.jp/about/action-sport/>



Goal and main measures

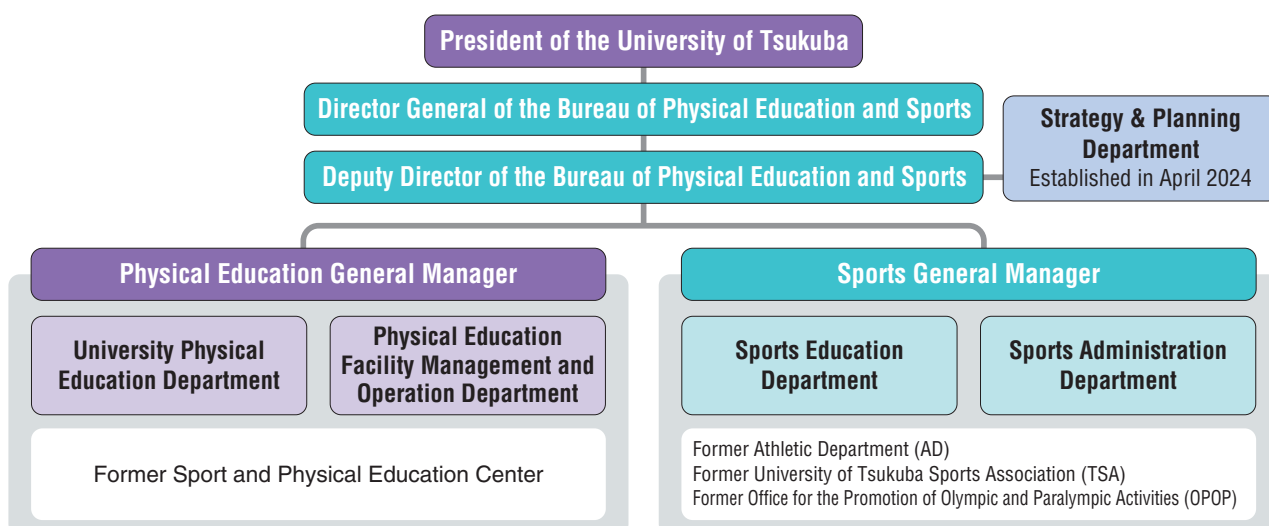
Aim to enhance education and social contribution activities by making the most of the human, intellectual, and material assets that the University of Tsukuba owns in the field of physical education and sports to strengthen our revenue base and allow students who participate in university sports to develop versatile competence and carry out sports activities safely and securely because universities are increasingly required to have more independent and stronger management bases.

Establishment of the Bureau of Physical Education and Sports

The operations and functions that had been performed by different physical education and sports organizations (Sport and Physical Education Center, Athletic Department, University of Tsukuba Sports Association, and Office for the Promotion of Olympic and Paralympic Activities) in the past became centralized in the Bureau of Physical Education and Sports, which consists of four new departments that manage physical education and sports activities within the university: University Physical Education Department, Physical Education Facility Management and Operation Department, Sports Education Department, and Sports Administration Department.

The bureau aims to improve physical literacy, promote character development of students, foster school spirit, acquire external funds, and promote regional revitalization through university-wide asset management and utilization and reinforcement of partnerships with external organizations (including private companies, municipal governments, and elementary, junior high and high schools), in addition to streamlining of operations.

As the result of added new duties, such as planning and running projects using university bonds and securing financial resources for redemptions, besides existing operations, the bureau was required to establish a new department. This department exists to develop new strategies and plans to launch new projects in cooperation with companies and other organizations inside and outside the university, as well as to acquire external funds. In April 2024, the Strategy & Planning Department was established to improve the environment for education and research through further acquisition of external funds and increase the university's social contributions and brand power through new enterprises.



■ University Physical Education Department

The aim of the department is to increase physical literacy by compiling course curriculums, including that for the common subject course “Physical Education,” and taking care of related instruction-related operations, in addition to implementing measurements of physical fitness of students enrolled in the “Physical Education” course. Besides this, the department promotes research concerning university physical education and sports, and plans and manages faculty development and risk management-related activities, and so on.

■ Physical Education Facility Management and Operation Department

The aim of the department is to raise revenue through effectively utilizing the university's physical education and sports facilities. The department collaborates with the university's external corporations and provides a network environment for them. It also inspects and manages the physical education and sports facilities inside the university and establishes maintenance plans for them.

■ Sports Education Department

The aim of the department is to implement a university-wide educational program that is designed to take advantage of the power of sports to so students can develop advanced expertise and applied skills through sports activities, establish a system to monitor the learning results, and evaluate them.

■ Sports Administration Department

The department supports internal sports activities, holds sports events, promotes international exchanges, implements community contribution and public relations activities, and so on.

■ Strategy & Planning Department

The department develops strategies and plans to launch new projects. The aims are to improve the university's environment for education and research and its brand power, contribute to the community, and secure financial resources to redeem university bonds.

Main Initiatives

» “TSUKUBA LIVE!”

“TSUKUBA LIVE!” is a home game event organized by the University of Tsukuba with the vision of “expanding the potential of university sports and creating exchange, excitement, and culture through sports.” It is planned and implemented through cooperation between sports administrators and students who volunteer to join them to realize a future where students, organizations within the university, and local communities can join forces as one through the home game event and grow together.



TSUKUBA LIVE!

» Student Athlete Leadership Training

In this human resource development program, which aims to educate student athletes, participants take part in group works and discussions beyond the boundaries of teams to explore the leadership qualities they each should own while looking back on their past lives.

The University of Tsukuba is planning to continue to educate human resources through sports in the future, while developing and promoting effective programs, so that they will be introduced to schools and universities across Japan.



Student Athlete Leadership Training

» Career Support Program

The purpose of the Career Support Program is to help student athletes convert what they have experienced and learned through sports into their own value, so that they can make more satisfying career choices.

The University of Tsukuba aims not only to produce advanced human resources through university sports activities but also to provide career support to student athletes, so that more of them can find even more satisfying career paths.



Career Support Program

» Coach Forum

The purpose of the Coach Forum is to provide a forum for faculty members and other people coaching student sports organizations to exchange ideas and opinions with each. Through the forum they can deepen horizontal connections, and share and discuss challenges and problems facing coaches in on-site activities, so they can put what they have learned to use in future improvement and coaching activities.



Coach Forum

Developing basic skills in understanding the essence of things and seeing things from many different sides through a wide range of academic studies. Providing a free environment that allows students to keep trying as many times as they want and developing human resources who have diverse values and a good sense of ethics and are able to explore the best possible measures to solve issues and put them into practice.

《《 What Education Vision represents 》》

Taking advantage of being a “truly comprehensive university” that covers a broad spectrum of academic disciplines, the University of Tsukuba intends to place even greater emphasis than before on the development of human resources who have the basic knowledge that forms the basis of different academic areas of study and the ability to co-create society by working independently in cooperation with others while making bold attempts to create new fields. In fact, these are the qualities and abilities that are essential for surviving the coming age, when things are expected to become more and more complex. We aim to nurture these qualities and abilities through our unique degree programs that are designed to clarify the essence of issues found by individual students themselves and deepen their explorations into them. The University of Tsukuba offers powerful support to students who strive to make their dreams come true not only in the area of academic studies but also in other areas, such as starting up businesses or studying abroad, and seeks to provide an environment that allows diverse students to work comfortably to achieve personal development. Furthermore, we intend to accelerate the construction of an educational environment that can meet social needs, such as recurrent education and lifelong learning-oriented education, that are transforming with shifts in work patterns.

Strategy 4 Implement education that helps students grow more resourceful as human beings, so that they can become good leaders in the post-VUCA era

- 》》 Practice university-wide tutorial education based on design thinking
- 》》 Provide personalized educational programs and utilize the visualization of learning results
- 》》 Proactively support activities that promote the value of experience

Strategy 5 Promote new types of education and research activities to help people achieve personal development and meet diverse social education needs

- 》》 Promote the development of practical problem-solving human resources who have a spirit of mutual prosperity (Undergraduate programs)
- 》》 Expand the development of creative researchers and advanced specialist professionals under the University of Tsukuba brand (Graduate programs)
- 》》 Promote lifelong learning-oriented education, including recurrent education for those who are already employed

Strategy 6 Promote an education system with international interchangeability worldwide

- 》》 Develop educational programs that bring together students from different countries
- 》》 Promote the Tsukuba Education System abroad
- 》》 Create innovative approaches to the reform in articulation between high school and university



Creation of an education system that takes into account the future of individual students and society at large — Educational reforms

Towards the university-wide promotion of design thinking education — Launch of Tsukuba-style tutorial education

The University of Tsukuba has been preparing to introduce Tsukuba-style tutorial education, with the aim of enabling undergraduate students to envision, and make preparations towards, their future selves. The Tsukuba style of tutorial education aims to: 1) ensure educational continuity from entrance to graduation; 2) enable students to deepen their understanding of their areas of specialty and a wide range of related areas through dialogue- and discussion-based learning; 3) enable them to face society from critical and creative points of view; and 4) help them develop the ability to design future-oriented solutions to social issues. Although this tutorial education was originally scheduled to begin in AY2025, starting with 40 students, the undergraduate foundation course for the first year, "Tutorial Guide for Academic Studies," was launched in AY2024, one year ahead of schedule. In this course, 36 students from different schools across the university learn through workshops and small-group discussions in an interdisciplinary environment with 30 tutors from different academic disciplines. Through these learning activities, students academically delve into their own themes, design their university studies for themselves, and develop the ability to turn their study plans into practice.



"Tsukuba Tutorial Guide for Academic Studies" website ▶
<https://tutorial.edu.tsukuba.ac.jp>

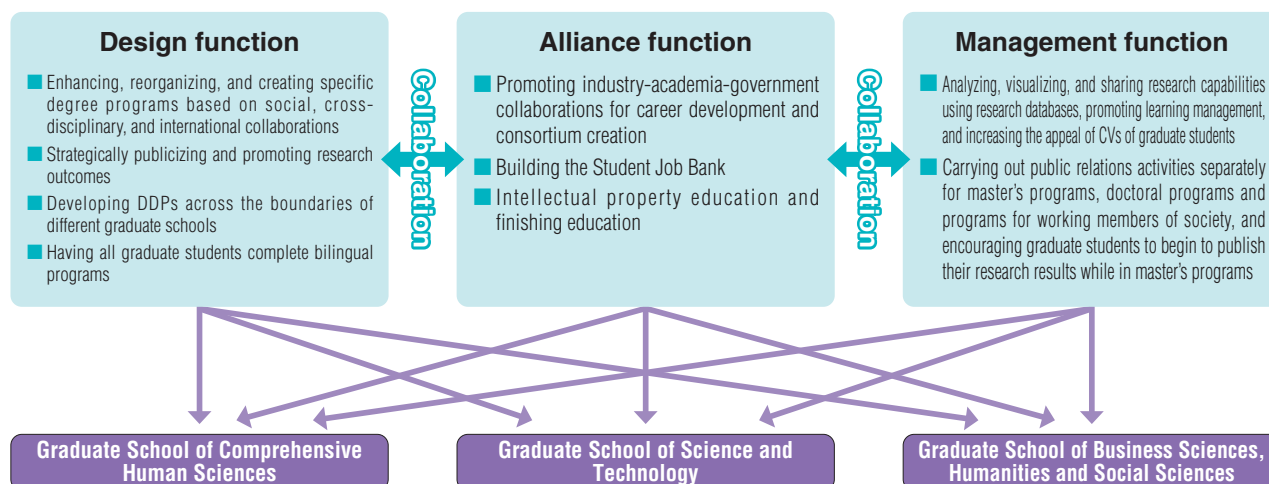


Establishment of a strategic graduate school management system

The University of Tsukuba has established the Comprehensive Strategy Council for Institutes to promote more strategic management of its graduate schools and cross-disciplinary collaborations between them, thereby increasing and improving their capacity to develop human resources. The council provides the three functions of design, alliance, and management. It does so by taking care of matters concerning mainly the design of education based on social, cross-disciplinary, and international collaborations, promotion of industry-academia-government collaborations and strategic public relations activities, and analysis and visualization of learning results and improvement of learning management. The goal of advanced cross-disciplinary education promoted through the council is to form a virtuous cycle between growing public confidence in graduate education and the securing of outstanding students. This is something we believe will enable us to lead the reform of graduate schools towards the "Grand Design for Higher Education Toward 2040," which the Subdivision on Graduate Schools of the Central Council's University Division has presented. As a result, we will be in position to help create a society where doctoral human resources play leadership roles in a wide variety of fields, which an aim of the Science, Technology, and Innovation Basic Plan.

Comprehensive Strategy Council for Institutes

Three new functions for reforms that cannot be implemented by existing organizations



highly specialized professionals who can provide solutions to these issues an urgent priority. The Sport Wellness Urban Revitalization Consortium has been established to develop a platform for companies, sports-related organizations, and the University of Tsukuba to collaborate to add new perspectives in the fields of sports and wellness to the traditional urban development methods to resolve such social issues, as well as to enable continued business creation. A new area, Sports and Wellness Management, run by the consortium, will be added to the Master's and Doctoral Program in Sports and Wellness Promotion. It will introduce the collaborative graduate school system and accept students, starting for the AY2025 intake.

To develop human resources for data-based problem solving — Mathematics-Data Science-AI (MDA) Programs

The common foundation subject “Information Literacy,” which aims to get students to develop basic information literacy and computer skills, has been a compulsory subject for all undergraduate students of the University of Tsukuba ever since its establishment. This program has been accredited by the Ministry of Education, Culture, Sports, Science and Technology of Japan as an “Approved Program for Mathematics, Data Science and AI Smart Higher Education (Literacy),” and an advanced version of the above program as “Advanced Literacy.”

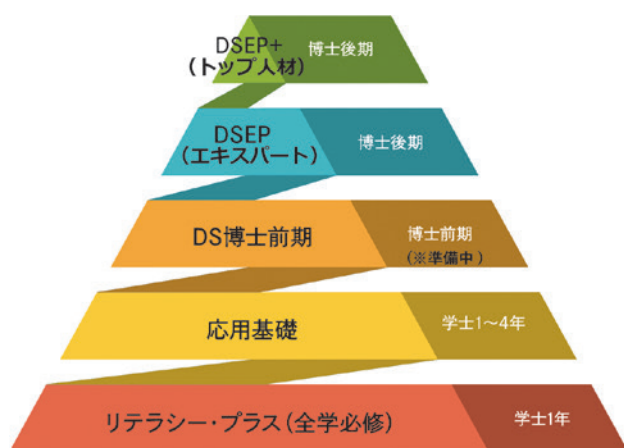
Ministry of Education, Culture, Sports, Science and Technology of Japan:
Approved Program for Mathematics, Data Science and AI Smart Higher Education ▶
https://www.mext.go.jp/a_menu/koutou/suuri_datascience_ai/00001.htm



The University of Tsukuba promotes a university-wide integrated education system for Mathematics, Data Science, and AI (MDA) from undergraduate to doctoral programs. In AY2023, two new programs, namely the Data Science Expert Program (DSEP) and Data Science Expert Program Plus (DSEP+), were launched for all doctoral students across the university. The aim of the programs is to develop leaders who can act as catalysts for change and are capable of not only theoretical understanding but also real-world problem-solving. DSEP and DSEP+ set the five competences to be developed and the numbers of competence points to be earned from the course categories and completion requirements corresponding to each of the competencies. Students enrolled in these programs can acquire competence points by attending courses that suit their purposes to complete the programs.

Mission of DSEP Education, University of Tsukuba

Nurturing top talent in individuals who can shape the future with data,
from the intellectual hub of Tsukuba in cocreation with society



They are all university-wide programs

Characteristics of MDA education at the University of Tsukuba

Characteristic 01 Interdisciplinary specialized education across academic fields	Characteristic 02 Emphasis on PBL education in collaboration with companies, research institutions, etc., leveraging the location of Tsukuba	Characteristic 03 Practical education based on open data and real-world cases
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Figure 1: Integrated MDA educational system from undergraduate to doctoral programs



Figure 2: The five competencies required for DSEP and DSEP+



Figure 3: DSEP Completion Certificate

MDA education program-related initiatives at the University of Tsukuba ▶
<https://www.tsukuba.ac.jp/education/data-science-programs/>



Promotion of transborder education and research exchanges beyond national and institutional boundaries

The Campus-in-Campus (CiC) initiative has been adopted for the Top Global University Project by the Ministry of Education, Culture, Sports, Science and Technology. By now, we have signed CiC agreements with thirteen overseas universities to achieve the initiative.

It aims to allow students, faculty, and staff members to freely utilize universities around the world as their home campuses by providing the Course Jukebox System, which enables courses to be shared between CiC partner universities, launching and implementing Joint Degree and Double Degree Programs, inviting overseas research units, setting up mutual offices, and so on, with the goal of realizing transborder education and research exchanges beyond national and institutional boundaries by sharing campus facilities with international partner universities that have signed CiC agreements with the University of Tsukuba. As of April 2024, we have signed CiC agreements with the following partner universities:

University of Bordeaux (France) / National Taiwan University (Taiwan) / University of Sao Paulo (Brazil) / University of Technology Malaysia (Malaysia) / University of California, Irvine (US) / Utrecht University (Netherlands) / University of Grenoble Alpes (France) / The Ohio State University (US) / Ruhr University Bochum (Germany) / Al-Farabi Kazakh National University (Kazakhstan) / National Cheng Kung University (Taiwan) / Indian Institute of Technology Guwahati (India) / KU Leuven (Belgium)

In September 2023, a new Double Degree Program (Master) was launched with the University of Grenoble Alpes in the Degree Programs in Systems and Information Engineering to expand the university's internationally compatible educational programs.

Furthermore, our program titled "Empowering International Startup Talent to Create an Inclusive Smart Society" was adopted for the Inter-University Exchange Project (Ministry of Education, Culture, Sports, Science and Technology) for AY2023. The objective of this program, designed around the keywords of "inclusive smart society," is to develop human resources who can play leadership roles in creating a more inclusive society and international social startup talent by giving students of the University of Tsukuba and Ohio State University the opportunity to work in collaboration to propose innovative society-changing ideas and put them into practice in society while involving the cities of Tsukuba and Columbus and private-sector companies.



International exchange agreements

The university has signed international exchange agreements with a total of 383 overseas universities: Campus-in-Campus agreements with 13 universities, interuniversity exchange agreements with 170 universities, and inter-departmental exchange agreements with 200 universities. We have the largest number of partner universities in China, followed by the U.S. and Germany, in that order.



Receiving international students and providing support for studies abroad

The university is playing host to international students from over 100 different countries and regions in the world. One characteristic is that the university allows these students to receive tailored Japanese language education according to their Japanese proficiency, while at the same time offering many degree programs that can be completed in English only.

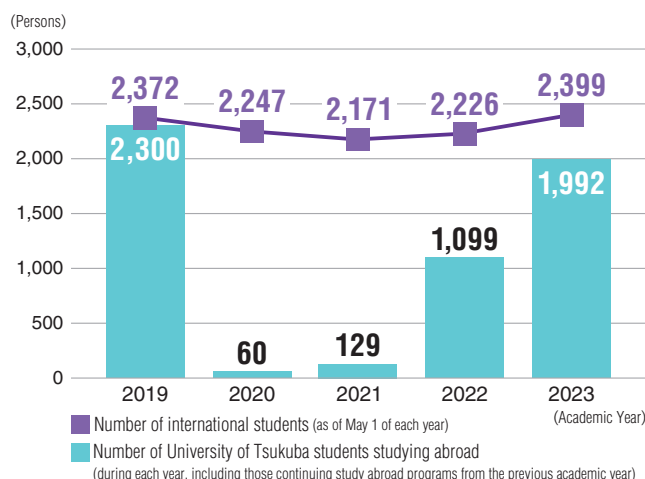
The university also helps students to study abroad by making use of its unique scholarship programs for studying abroad and various other scholarship programs.

Number of accepted international students

2,399

Number of University of Tsukuba students studying abroad

1,992



Creation of new learning through the Japan Virtual Campus (JV-Campus), a made-in-Japan international online education platform open to people both inside and outside of Japan

The Japan Virtual Campus (JV-Campus) is a made-in-Japan international online education platform that allows Japanese higher education to be published online in and outside of Japan. It was developed under the leadership of the University of Tsukuba and was put into pilot operation in March 2022. Through this collective international gateway to Japanese higher education, online educational contents are published to increase international students, provide education to those who have returned from studies abroad and encourage students to study abroad. This supports the further internationalization of Japanese higher education by helping to create a more internationally competitive educational environment, for example, by improving the environment for studies abroad.

Furthermore, JV-Campus effectively shares information about the Creating Shared Value (CSV) activities of Japanese companies and local governments. This is done through its educational contents, and provides opportunities for them to link their social initiatives to the learning activities of learners across the world. The Career Development Area has been launched to achieve this objective.

JV-Campus serves as a bridge between Japan and the rest of the world, learners, and society, as an international gateway to Japanese higher education. You are strongly urged to visit the website of JV-Campus, which has been working to further enhance its contents.



Launch of the Tsukuba Universal Alumni Network (TUAN), a network of overseas alumni associations

In October 2023, marking the 50th anniversary of the University of Tsukuba, the Tsukuba Universal Alumni Network (TUAN), a new network of overseas alumni associations, was launched. The goal is to build a network of alumni abroad and strengthening their ties with the university.

The university held a commemorative event entitled "Launching the 'Tsukuba Universal Alumni Network (TUAN)' —Connect the Past-Present-Future and the World," where TUAN representatives were elected by vote of overseas alumni. Participants deepened relationships with each other, such as through exchanges of comments between overseas alumni and the university's faculty and staff members.

In January 2024, the Global Alumni Relations (GAR) was established inside the International Affairs Bureau's Global Commons to provide a system to support the independent management of TUAN. In the future, TUAN and the university will work in collaboration to promote mutual support between alumni abroad, provide benefits to them, offer support to international students learning in the university at present, and more.

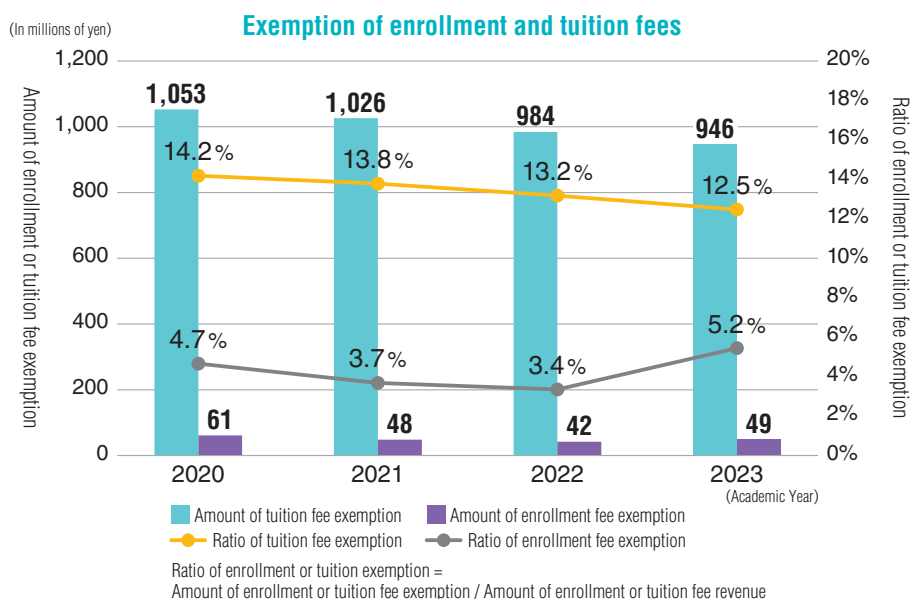


Provision of an environment that allows diverse students to work comfortably to achieve personal development (student support)

Enhancement of the Tuition Fee Exemption

The university exempts students who have difficulty paying due to financial reasons, students who are deemed to have unavoidable circumstances, and students who are recognized as having outstanding grades from paying the enrollment fee and tuition fees in whole or in part.

A new learning support system for higher education was put into practice in AY2020. In AY2023, 151 students were granted exemptions from enrollment fees totaling approx. 49 million yen and 4,441 students were granted exemptions from tuition fees totaling approx. 946 million yen.



Receiving International Students and Improving Support for Overseas Study

The Tsukuba University Student Scholarship, Tsukuba Scholarship, is a program that provides financial aid to international students and emergency support for educational expenses.

The monthly amount of financial aid from the Tsukuba Scholarship is 60,000 yen for undergraduate students and 80,000 yen for graduate students. The scholarship provided a total of 48.44 million yen in support of 82 students in AY2023.

The Study Abroad Support Program (Habatake! Scholarship) is another of the university's unique scholarship programs for studying abroad. In AY2023, the university provided financial aid (travel expenses, etc.) to 496 students. Besides these, other initiatives have also been implemented to build momentum for studying abroad, including holding events such as a special week dedicated to encouraging study abroad counseling and information sessions, and conducting public relations activities to make the scholarship programs better known.

Financial Assistance for Students with Outstanding Grades

Research scholarships started in AY2021 as another source of financial assistance for outstanding students, in addition to university recommendation scholarships for continuing to graduate school and scholarships for students with outstanding grades, which were launched in AY2019.

Support for Doctoral Students

The university was selected for the Support for Pioneering Research Initiated by the Next Generation (SPRING) program by the Japan Science and Technology Agency (JST) in AY2021 and began to provide financial support to outstanding doctoral students to cover their expenses (living and research expenses). In AY2023, 351 students were selected and a total of about one billion yen was granted to them. By helping doctoral students to conduct free, challenging and interdisciplinary research, thinking outside of the box, while providing them with living expenses, this project aims to allow these students to focus more on their research, as well as develop PhD human resources who can follow diverse career paths and play important roles.

Besides the above, the University Fellowship Program for the Creation of Innovation in Science and Technology (adopted in AY2020) offers an annual fellowship worth 2.3 million to 2.5 million yen to each of 31 students per school year up to AY2027. In AY2023, 89 students received the assistance.

While doctoral students are preferentially exempted from tuition fees, exemption of tuition fees began to apply also to fellowship students in AY2022. A total of 873 students, including those enrolled in special programs, were exempted.

Support for Students from Ukraine

Russian troops have been invading Ukraine since February 2022. Continued aid has been offered as shown below to 42 Ukrainian students who had arrived in Japan by the end of AY2022 under the Special Measures for International Students in Response to the Ukrainian Crisis, launched by the University of Tsukuba.

Of the 42 students, eight had left Japan by September 2023, and aid has been provided to the remaining 38 since October.

■ Main financial aid

- Full exemption from tuition fees
- Free housing (municipal housing or Student Residence Halls of the University of Tsukuba)
- Living expenses support programs (one of which is offered to every student)
- The university's fund for Ukrainian students (50,000 yen/month)
- Nippon Foundation Support for Evacuees from Ukraine (1,000,000 yen/year)
- Otsuka Toshimi Scholarship Foundation (1,500,000 yen/year)



■ Career support

- As the invasion lingered, the university provided support to many students who wished to advance to higher education or find employment in Japan.
- Five Ukrainian students had left the university by the end of March 2024. One of them was employed by a local government in Ibaraki Prefecture as a regular employee.

Post-COVID Support for Student Exchanges

» Student-led holding of the Entrance Ceremony 2020 and implementation of power-saving measures

The University of Tsukuba could not hold the entrance ceremony for students admitted to the university for AY2020 due to COVID-19. On March 13, 2024, the postponed entrance ceremony was finally hosted by Zendaikai (All Colleges Student Representative Council). It was made possible through the enthusiasm of students wishing to express their appreciation for the contributions of those in higher years and create a memorable ceremony for them.

Various internal organizations, including the Tsukuba Hosokyo Kyokai (THK), University of Tsukuba Orchestra, and calligraphy club, cooperated in organizing the ceremony, while the university also fully cooperated with this project. The event was attended by 264 students, including not only those admitted to the university for AY2020 but also senior students and graduate students who had already completed their studies, and was held on a grand scale.

In addition, Zendaikai also implemented power-saving measures to encourage individual students to pay more attention to the saving of electricity, in response to implications of the recent hikes in electricity prices resulting from social situations. In more specific terms, Zendaikai created stickers and posters calling for power saving and placed them to power switches in classrooms and bulletin boards for students in different areas of the university from September 20 through 22 last year. These stickers and posters offer easy access to the University of Tsukuba Electricity Monitoring System (TEMS) via QR code, so that information about power usage in each area can be checked quickly.



Sticker

Poster

» Helping students start and run their own projects and increasing opportunities for exchanges

The Tsukuba Action Project (T-ACT) is the University of Tsukuba's unique student support program that helps students to start and run their own projects that are in line with their own interests, as well as to participate in projects started by other students or faculty or staff members. The T-ACT Promotion Office, where support from full-time T-ACT faculty members and staff in charge of volunteers is available, works to enable the creation of voluntary activities organized through close cooperation between students, faculty, and staff.

In AY2023, restrictions on activities were gradually relaxed, particularly after May when COVID-19 was downgraded to a less-severe Category 5, resulting in T-ACT activities coming back to life again. For example, increasing numbers of face-to-face events were planned. Some activities that had been cancelled due to COVID-19 made a comeback, while quite a few activities were organized to allow students soon to graduate to do what they had been unable to do due to COVID-19 before graduation.

Furthermore, we held two annual events, the activity reporting meeting and open symposium, face-to-face/in a hybrid format for the first time in three years. This allowed students, faculty, and staff to interact with local community members and other participants.

The AY2023 activity reporting meeting was held face-to-face in July 2024 and a total of nine reports were presented: reports on seven projects implemented in AY2023, namely six T-ACT Action projects (activities led by students) and one T-ACT Volunteer project (activities led by community action groups), and two reports including alumni's message for their juniors. AY2023 saw an increase in entrepreneurship-related activities and those aimed at social contributions and international exchanges. The future goal is to further revitalize T-ACT as a platform that enables students to launch projects that are in line with their own interests. This will be done by enhancing support for projects where students can gain business experience and reinforcing partnerships with community action groups to support social contribution activities and provide more opportunities for exchanges.



T-ACT's Bon Live project, enjoyed together with international students and community members



Kabuki-Kai, an international exchange project that staged kabuki performances with international students



Blue One Beat, a project that explored the SDGs with children through sports for people with disabilities

Formation of Leading Primary and Secondary Education Centers: Initiatives of Laboratory Schools

The Education Bureau of the Laboratory Schools, which manages and coordinates the affiliated schools, and eleven schools, namely Elementary School, University of Tsukuba; Junior High School at Otsuka, University of Tsukuba; Junior High School at Komaba, University of Tsukuba; Senior High School at Otsuka, University of Tsukuba; Senior High School at Komaba, University of Tsukuba; Senior High School at Sakado, University of Tsukuba; Special Needs Education School for the Visually Impaired, University of Tsukuba; Special Needs Education School for the Deaf, University of Tsukuba; Special Needs Education School for the Mentally Challenged, University of Tsukuba; Special Needs Education School for the Physically Challenged, University of Tsukuba; and Special Needs Education School for Children with Autism, University of Tsukuba (referred collectively as "the affiliated cluster"), promote practical research on the education and care of infants, pupils, and students who receive regular or special needs education.

Creation of a new model for articulation between high school and university

A policy towards establishing a "course enrollment system for articulation between high school and university" has been developed through coordination with related departments. This enables high school students to enroll in university courses through the "Construction of an Online Dual Enrollment System for Human Resource Development for the Creation of a Sustainable International Society" under the Worldwide Learning (WWL) Consortium Construction Support Project "R&D Project for the Construction of Individually Optimized Learning Environments," commissioned by the Ministry of Education, Culture, Sports, Science and Technology.

Students of the affiliated cluster and other partner high schools were invited to participate in and attend lectures in two courses. These course



High school students (Special Needs Education School for the Visually Impaired, University of Tsukuba) expressing their views in the School of Social and International Studies course "Peace and Law"

were provided by the School of Social and International Studies and College of Agro-Biological Resource Sciences in the School of Life and Environmental Sciences to undertake a trial run of the new dual-enrollment system. The effects of university and high school students learning together and having discussions were examined through a questionnaire survey on participants and by other means.

Establishment of a Tsukuba-style inclusive education system

A project for “research on the construction of an inclusive education support system” was launched under the Education Bureau of Laboratory Schools, towards establishing an inclusive education support system. In this project, the realities of pupils and students of regular affiliated schools in need of special accommodations were shared. In addition, the results of educational support provided to regular affiliated schools and local regular schools by special needs affiliated schools were calculated, and support needs trends and expertise required to provide necessary support were analyzed to construct the above support system.

Other initiatives for promoting an inclusive education system included a presentation on changes in attitudes and the like of pupils and students (about 80 participants) who participated in an exchange program (dragnet fishing experience, etc. on Miura Beach). The program is held each year for the affiliated cluster that was delivered in the Kyosei Symposium hosted by the Education Bureau of Laboratory Schools. This initiative has received high praise as an inclusive education activity towards a more inclusive society, and received the President's Award (Education).



Exchange program on Miura Beach

Grand opening of “Egao Café” by the Special Needs Education School for the Mentally Challenged, University of Tsukuba

The concept of “Egao (Smile) Café” is to “make people smile with delicious sweets.” It has been finally begun operating at full scale.

The goal of the educational activities of the Special. Needs Education School for the Mentally Challenged, University of Tsukuba is to promote the independence and social participation of children with disabilities. Senior high school students at the school help to make and sell confectionary and operate café services as part of their vocational learning. These activities have been called “Egao Café.” The Garage Café Project, which aimed to renovate an old garage into a café with the support of Sanwa Manufacturing Co., Ltd., was launched last year, the place was completed as “Egao Café” in April 2024. The café entered full-fledged operation in October after a pre-opening period from May through September. At present, students and staff with disabilities (graduates) are working in cooperation to produce confectionary, serve customers, and run the café. The products they make are quality additive-free sweets that are made with carefully selected made-in-Japan ingredients*1 through specially designed processes. They only offer handmade confectionery made with all their hearts. Everyone is urged to give them a try.

*1 (Example) They use eggs grown at the University of Tsukuba's Senior High School at Sakado.

*2 For information such as opening hours (basically 11 am – 4 pm on Wednesdays to Fridays), see the website of the Special Needs Education School for the Mentally Challenged, University of Tsukuba.

Website of Special Needs Education School for the Mentally Challenged, University of Tsukuba ▶
<https://www.otsuka-s.tsukuba.ac.jp/>



Exterior of the café



Staff working at the café



Cakes in the showcase

Promoting interdisciplinary collaborations between researchers with a high degree of professionalism and a broad vision who think outside the box while pursuing their own interests and concerns, and seek the truth with passion and integrity. Promoting research in traditional academic fields and trailblazing in innovative research fields.

《《 What Research Vision represents 》》

The University of Tsukuba is a one-of-a-kind comprehensive research-oriented university that covers a broad range of disciplines, including not only humanities and social sciences, science and technology, information, life sciences, and medicine but also human sciences, library and information, health and sport, and art. Taking advantage of this strength, the university has been going across the boundaries of traditional disciplines, thinking outside the box, and promoting interdisciplinary research, which is a great source of innovation. Building upon this, we see it necessary to enhance our research environment, so that we can further improve the quality of our research and focus on basic research for a longer term, as well as to provide an environment that allows researchers with deep expertise to exchange with each other to facilitate the formation of new research organizations. It is also vital to accelerate the social implementation of research results in society. We are thinking of building a new Science City model that can promote a wide variety of experiments and social implementation initiatives by making the most of Tsukuba Science City as a large-scale social experimenting field for bold attempts.

Strategy 7 Promote intellectually stimulating research that examines principles

- 》》 Promote research that aims to achieve a deeper understanding of the essence of humanity and relationships between people
- 》》 Accelerate basic research on technologies for the future
- 》》 Promote a research environment that supports research from a longer perspective

Strategy 8 Create new academic fields by promoting interdisciplinary research

- 》》 Form and enhance intersections of knowledge
- 》》 Build a research environment that encourages the creation of new academic fields
- 》》 Construct a new Science City model

Strategy 9 Develop and improve environmental infrastructure for the creation of knowledge to help young talent reach their potential

- 》》 Develop and enhance research fields to attract new researchers
- 》》 Enhance training programs for young researchers, including overseas training



Initiatives to Provide a Friendlier Research Environment for Researchers

The Organization for the Promotion of Strategic Research Initiatives, which is the University of Tsukuba's organization for research management, has decided to establish the Research Design Office to reinforce its function of designing research and management strategies. In addition, it has set up the Research Management Office to enhance its ability to implement research strategies, carry out research, and support the development of human resources. The aim is to integrate the entire university's research design and implementation functions, strengthen its foundation for research, and promote the development of human resources (scheduled to be established within AY2024). To strengthen the university's foundation for research, its Research Information Portal "COTRE" provides information to support research, while the research funding information website "RISS" consolidates funding information for researchers. In the field of human resource development support, we have also been working to improve our research environment for young researchers according to their needs by getting URAs to accompany and support them, targeting fellows admitted to the Top Runners in Strategy of Transborder Advanced Researchers (TRiSTAR) Program. This is part of METI's Strategic Professional Development Program for Young Researchers for which the University of Tsukuba acts as a representative body, implemented through collaboration between universities, national research institutes, and companies, as well as "fusion-oriented researchers" adopted for the FOREST (Fusion Oriented REsearch for disruptive Science and Technology) Program. The aim is for innovation through diverse unrestricted, fusion-oriented research. We are also striving to expand our range of research support towards an even greater objective, which is to ensure the well-being of researchers across the university.

Website of the Top Runners in Strategy of Transborder Advanced Researchers (TRiSTAR) Program, implemented through collaboration between universities, national research institutes, and companies ▶

<https://tristar.sec.tsukuba.ac.jp/>



Efforts Aimed at Obtaining External Funds

The University of Tsukuba provides university-wide support to obtain external funds. We have established a help desk to support the improvement of applications for Grant-in-Aid for Scientific Research (KAKENHI) and other grants, such as CREST, PRESTO Sakigake, FOREST Program, International Leading Research, Bilateral Exchange Program, and Japan Society for the Promotion of Science (JSPS) Program, and have been working in cooperation with URAs to analyze and address the reasons for rejection, clarify research concepts, and improve the logical structure of research applications and the ease with which the significance and value of the project can be communicated, while ensuring consistency between the application forms and the projects.

We have also provided optimal information about external funds to researchers by developing and running the research funding information website RISS, helped researchers to plan projects in accordance with the university's research strategy and obtain large-scale external funding, and stimulated the acquisition of research funds through a wide variety of initiatives, including hosting a researcher matching forum for international joint research projects.

Particularly, in AY2023, we placed special emphasis on supporting FOREST Program applications, resulting in a 30% increase in researchers adopted for the program. Through such efforts to obtain external funds, the university is enhancing its financial foundation to support out-of-the-box thinking by researchers and their activities, towards transferring their research results to society.

Amounts of external funds received in AY2023

Category	Number of projects	Amount received (In thousands of yen)
Grants-in-Aid for Scientific Research (allocated amount) (representative only)	1,548	4,577,894
Sponsored research* (including clinical trials)	791	6,754,507
Joint research*	616	2,384,677
Donations (academic research) and research subsidies	646	1,806,153

*The amounts of sponsored research and joint research funds are the totals of those received by the Division of Collaborative Research Planning, Division of External Funding Management and T-CReDO.

*The amount differs from that given on Page 75 due to a difference in calculation method.

Examples of major external funds received in AY2023

Programs	Projects	Principal researchers
Grants-in-Aid for Scientific Research Grant-in-Aid for Specially Promoted Research	Molecular Design of Innovative Pharmaceuticals Based on Molecular Assembly	Institute of Pure and Applied Sciences NAGASAKI Yukio (Professor)
Grants-in-Aid for Scientific Research Fund for Accelerating International Collaborative Research (Strengthening International Collaborative Research)	Delving into the Mysteries of Sleep: Global Networking of Sleep Neurologists	International Institute for Integrative Sleep Medicine (IIIS) YANAGISAWA Masashi (Director of IIIS & Professor)
AMED Basic Technology Development Project for Industrialization of Regenerative Medicine/Gene Therapy (Development of Platform Technology for Drug Discovery through Application of Regenerative Medicine)	Empirical Research on a Drug Discovery Platform Using Made-in-Japan MPS Based on Commercialization Strategy	Institute of Life and Environmental Sciences ITO Yuzuru (Professor)
Cabinet Office Strategic Innovation Promotion Program (SIP)	Development of Social Technology to Increase the Inclusion of Community Members and Maximize the Wellbeing of Pregnant and Child-rearing Women	Institute of Humanities and Social Sciences MATSUSHIMA Midori (Associate Professor)
Bio-oriented Technology Research Advancement Institution, NARO Development and Improvement of Strategic Smart Agricultural Technology	Development of an AI-based Smart Weeding System	Institute of Systems and Information Engineering NOBUHARA Hajime (Professor)

Acquisition of Super-large International Industry-Academia Collaborative Research Projects

Enhancement of international presence

- International industry-academia collaborative framework between the University of Tsukuba, University of Washington, NVIDIA, and Amazon in the field of AI
- Signing ceremony at the U.S. Department of Commerce (Washington D.C.) in April 2024, attended by the two universities and two companies
- Financial support of about 7.5 billion yen over 10 years in total from Amazon and NVIDIA
- Themes
R&D, human resource development, entrepreneurship, and social implementation
- Reflected in a joint announcement made at a Japan-U.S. summit



✓ Research capability enhancement
✓ Human resource development
✓ Social implementation of research results
Outstanding initiatives covering these areas

Signing ceremony in Washington D.C.

Initiatives that formed the basis for the results

Participation in the U.S.-Japan Digital Innovation Hub and Advanced Technology Workshop, held by U.S. and Japanese universities and private-sector companies (2015-)

Establishment of the Center for Artificial Intelligence Research, with participation by research groups in diverse fields within the university (2017-)

Details of the partnership

Advanced AI research and development: Mainly promoting fundamental AI research, such as projects on the reliability, privacy protection function, etc. of AI, which are required of next-generation AI, as well as applied AI research. Examples include projects themed on solutions to social issues such as an aging society, productivity improvement, climate change, and disaster management, with the goal of finding solutions to global social challenges

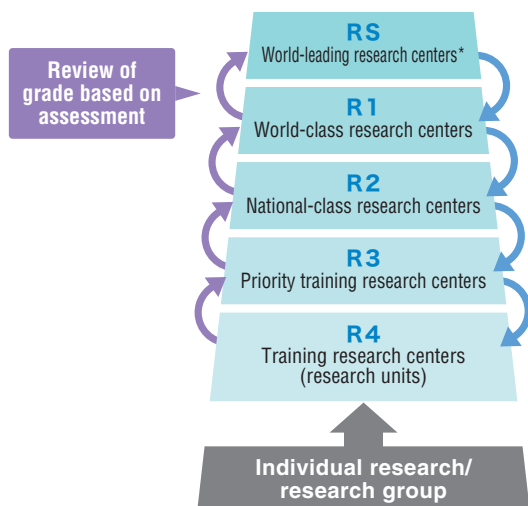
Development of advanced AI research human resources: Developing advanced AI research human resources with globalized perspectives through involving students in research projects and providing summer programs for human resource development, entrepreneurship bootcamps, and other programs

Construction of an international hub for collaboration in the field of AI: Promoting cross-disciplinary collaboration through an international industry-academic collaboration system and aiming to build an international hub for collaboration in the field of AI around the core of this partnership



Operation of the “Research Cycle System,” the Effective Framework for Promoting Research Based on Growth Stages of the Research

The system categorizes the research centers into functions (advanced research centers and research support centers) to activate the metabolism (turnover) of the university’s research as a whole and grades the advanced research centers according to four classifications and allocates priority and strategic resources based on their classification as follows. RS: world-leading research centers, R1: world-class research centers, R2: national-class research centers, R3: priority training research centers, and R4: training research centers (research units). Furthermore, it established an assessment system to stimulate the research activities of the research centers by assessing each research center every five years (with an interim assessment in the third year). The highest grade, RS (world-leading research centers), is a new classification that was only added in AY2022 to promote the formation of world-class research centers and creation of new fields. The International Institute for Integrative Sleep Medicine, which had been adopted for the World Premier International Research Center Initiative (WPI) by the Ministry of Education, Culture, Sports, Science and Technology, became categorized as an RS center on April 1, 2023.



By function	Advanced Research Centers	Research Support Centers
By classification	RS World-leading research centers*	No classification
	R1 World-class research centers	
	R2 National-class research centers	
	R3 Priority training research centers	
	R4 Training research centers (research units)	

* Established in February 2022

For information about the research centers of the University of Tsukuba ▶
<https://www.tsukuba.ac.jp/research/>



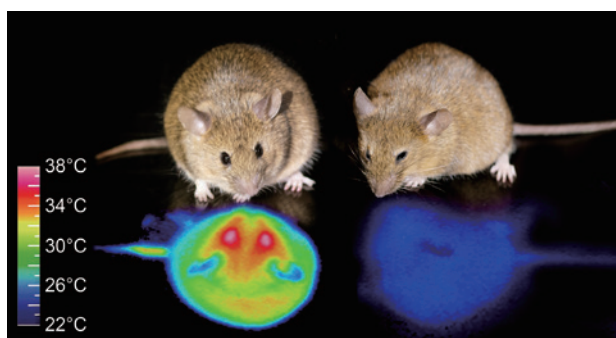
RS (World-leading Research Center) (1 organization)

International Institute for Integrative Sleep Medicine



Director
YANAGISAWA Masashi

We spend nearly one-third of our lives asleep. However, the fundamental principles of sleep/wake biology are still unknown. Our director, Masashi Yanagisawa, and other researchers discovered a new neuropeptide, orexin, which plays a prominent role in sleep/wake regulation, and demonstrated the functions of the neuropeptide before the rest of the world, thereby generating a new research field in neurobiology of sleep and metabolism. To aim at deciphering the mysteries of sleep, researchers of the institute carry out innovative research across basic biology, including molecular genetics, neuroscience, and physiology, as well as data engineering, drug discovery, and human sleep physiology.



R1 (World-class Research Center) (2 organizations)

Center for Computational Sciences



Director
BOKU Taisuke

Computational science is the third approach to scientific discovery and is driven by computational simulations of physical phenomena. It aims to solve problems that were not possible with traditional theory and observation. Using the university's own PACS/PAX series systems of supercomputers, we promote research on highspeed simulations and large-scale data analysis in a variety of scientific research fields, the development of high-performance computing systems and high-speed network technologies, and tier application methods.



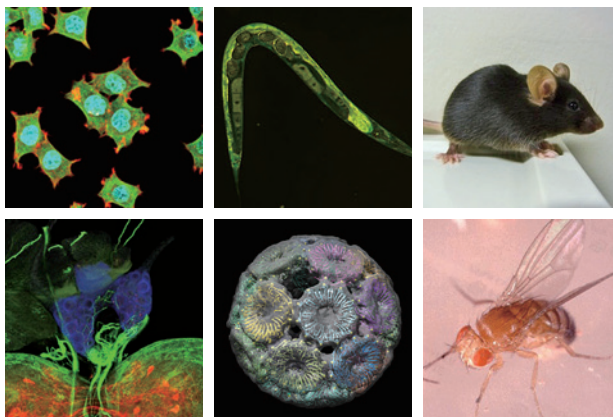
Life Science Center for Survival Dynamics, Tsukuba Advanced Research Alliance (TARA)



Director
YANAGISAWA Hiromi

Aiming to elucidate the fundamental mechanisms that support the survival, adaptation, symbiosis, and evolution of life, we promote life dynamics science research. This is not only at an individual level but also at a population level, under a research system that leads seamlessly to in-silico life science through fusion with integrative genomics and computational scientific methods while crossing between the themes of “metabolism,” “circulation,” “reproduction,” “physiology,” and “structure.”

Under a dynamic research system in which medical, biological, agricultural, pharmaceutical, health, and other sciences collaborate with each other, we will elucidate the unknown aspects of life and uncover the hidden survival strategies of living organisms.



R2 (National-class Research Center) (10 organizations)

Tsukuba-Plant Innovation Research Center
Shimoda Marine Research Center
Plasma Research Center
Alliance for Research on the Mediterranean and North Africa (ARENA)
Center for Cybernics Research

Center for Research in Radiation, Isotopes, and Earth System Sciences
Center for Artificial Intelligence Research
Microbiology Research Center for Sustainability
Advanced Research Initiative for Human High Performance (ARIHHP)
Proton Medical Research Center

R3 (Priority Training Research Center) (6 organizations)

Research Center for West Asian Civilization
Tomonaga Center for the History of the Universe
Tsukuba Research Center for Energy Materials Science
Mountain Science Center
Transborder Medical Research Center
Center for Cyber Medicine Research

Research Support Centers (2 organizations)

Research Facility Center for Science and Technology
Academic Computing Communications Center

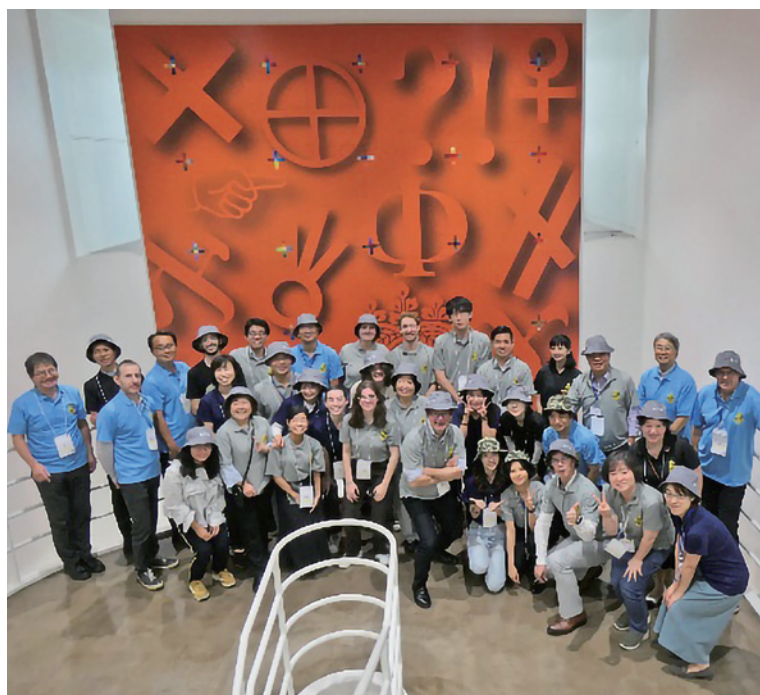
Create new academic fields by promoting interdisciplinary research: TGSW and Tsukuba Conference

The Tsukuba Global Science Week (TGSW), which brings together a wide range of researchers and students, from young to experienced, from around the world to Tsukuba Science City, has been held since AY2010, with the aim of giving participants the opportunity to engage in discussions beyond national borders and fields of research in an effort to build an international collaboration network and aims to provide a forum for heated debate to solve global issues. In AY2024, the 13th TGSW, TGSW2024, took place online and in a hybrid format, attracting 1,207 registrations for participation (including 730 people who came to the venue).

Besides this, the Tsukuba Conference, which also brings together outstanding young people from industrial, governmental, and academic circles around the world to Tsukuba Science City to discuss society, science, and technology, has been held every two years since AY2019, under the leadership of the University of Tsukuba. The fourth Tsukuba Conference will take place in October 2025 with the main theme of “Going into New Frontiers with Society.” Through the Tsukuba Conference and TGSW, the university continues to actively promote itself and the international city of Tsukuba.

Website of TGSW ▶

<https://tgsw.tsukuba.ac.jp/>



Dissemination of Research Results

TSUKUBA JOURNAL

A special website that carries press release information from the University of Tsukuba, including research results.

Website of TSUKUBA JOURNAL ▶
<https://www.tsukuba.ac.jp/journal/>



TSUKUBA FUTURE

The University of Tsukuba is a comprehensive university that covers a wide variety of academic disciplines, including not only humanities and sciences but also sports and art, where many unique interdisciplinary research projects are conducted. Articles in TSUKUBA FUTURE aim to introduce young researchers who engage in distinctive research and education activities at this future-oriented university, focusing on their research topics and portraits.

Website of TSUKUBA FUTURE ▶
https://www.tsukuba.ac.jp/journal/tags/?s_tag=TSUKUBA%20FUTURE



TSUKUBA FRONTIER

The University of Tsukuba, as a base to create a future, has many leading authorities in various research fields. This website introduces some of these researchers representing our university, who are front-runners paving a pathway to a new era, by showing their history and passion for education and research works.

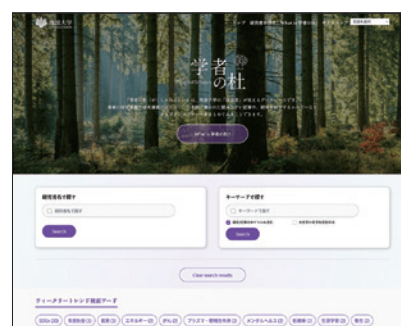
Website of TSUKUBA FRONTIER ▶
https://www.tsukuba.ac.jp/journal/tags/?s_tag=TSUKUBA%20FRONTIER



Gakusha no Mori (Forest of Scholars)

This is a database that makes the researchers of the University of Tsukuba visible, where you can collectively view different types of contents, including easy-to-read articles written in Japanese and video introductions to research projects, in addition to their latest research achievements and research themes.

Website of Gakusha no Mori (Forest of Scholars) ▶
<https://forest-of-scholars.sec.tsukuba.ac.jp/>



The University of Tsukuba Podcast “Side Stories from Research Sites”

“Kenkyu-shitsu Side Story (Side Stories from Research Sites)” is a podcast series that shares behind-the-scenes stories about the various research projects undertaken at the University of Tsukuba. Listeners will hear conversations in which the researchers themselves speak about how they have achieved their research results, mainly what was going on behind the scenes, which is not normally shared.

The University of Tsukuba Podcast “Side Stories from Research Sites” ▶
<https://podcasters.spotify.com/pod/show/university-of-tsukuba>



Co-creation with Society Vision

Strengthen our functions that work as intellectual driving forces behind the creation of a future society. Network with the world from Tsukuba Science City to strive persistently to identify potential global issues. Promote the social implementation of R&D results that lead to resolving the issues, thereby contributing to the co-creation of a future society.

《《 What Co-creation with Society Vision represents 》》

The University of Tsukuba has been sharing its value with society by promoting industry-academia-government collaborative research projects, creating startups originating in the university, and providing extension programs and other educational programs. We consider it essential to seek proactive feedback from society for these activities, accelerate the co-creation of a future society, and enhance our roles as a member of society. In particular, it is important to strengthen cooperation with society to achieve the SDGs, ESG goals, and carbon neutrality. From these perspectives, we have refined our university's mission and have evolved our traditional unidirectional mission, social contribution, into a bidirectional one, namely, "co-creation with society."

Strategy 10 Take on challenges towards co-creation of a future society through industry-academia-government-bank collaboration

- 》 Establish a platform for co-creation with society
- 》 Strengthen partnerships around large-scale joint research projects between organizations
- 》 Promote needs-driven research

Strategy 11 Strengthen the venture ecosystem of the University of Tsukuba

- 》 Enhance next-generation entrepreneurship education
- 》 Accelerate the creation of startups originating in the University of Tsukuba
- 》 Stimulate the venture ecosystem

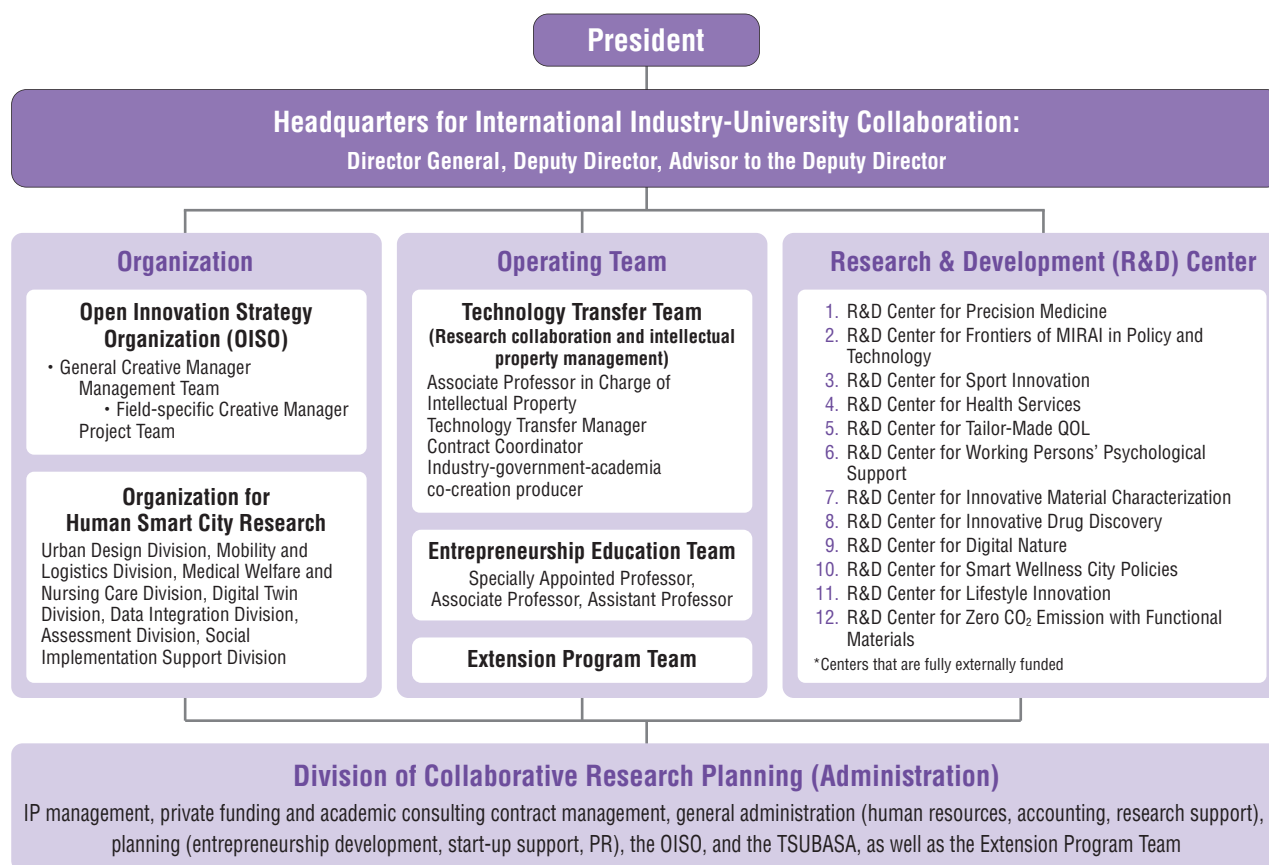
Strategy 12 Accelerate the co-creation of a future society through social implementation of R&D results

- 》 Accelerate contributions to the SDGs and carbon neutrality and promote research based on co-creation with society
- 》 Promote the transfer of leading-edge medical research results to society through the development of advanced medical technology
- 》 Promote contributions to society through affiliated companies



Taking On Challenges Towards Co-creation of a Future Society through Industry-Academia-Government-Bank Collaboration

System of the Headquarters for International Industry-University Collaboration



Initiatives of the Headquarters for International Industry-University Collaboration

- Special Joint Research projects, Joint Research, Commissioned Research, Academic Consulting
- Intellectual property management
- Support for social implementation and entrepreneurship
 - Social implementation support programs
 - Entrepreneurship education
 - TSUBASA Project
 - Open Innovation Strategy Organization
 - Organization for Human Smart City Research
- Research & development centers
- Startups originating in the University of Tsukuba
- Domestic collaboration (Industry-academia collaboration platform)
- International expansion
- Extension programs

Website of the Headquarters for International Industry-University Collaboration ▶

<https://www.sanrenhonbu.tsukuba.ac.jp/about/structure/>



Promotion of Research & Development Centers

The university establishes research & development centers as a system for creating venues for applying the university's interdisciplinary research capabilities to create next-generation industries. These centers are fully financed by external funds and are intended to create innovations, introduce excellent corporate human resources, increase the speed of research, and develop people with positive attitudes towards industry-university collaboration and entrepreneurship. They actively engage in research and development with companies in academic fields where there is a strong social demand and establish collaborative research frameworks. With a focus on these development research centers, we will promote industry-university collaboration of researchers in various fields and actively contribute to achieving Society 5.0 and the SDGs. R&D centers are established in internal facilities and evaluated every five years for renewal or abolishment depending on the evaluation results.

R&D Center for Precision Medicine

With the aim of the first
1,000 dollar genome analysis
base in Japan



Director of the Center SATO Takaaki

R&D Center for Innovative Material Characterization

Toward innovative measurement
and evaluation technologies



Director of the Center ITOH Masahide

R&D Center for Frontiers of MIRAI in Policy and Technology

Advanced research center for
mobility infrastructure that
realizes Society 5.0



Director of the Center SANKAI Yoshiyuki

R&D Center for Innovative Drug Discovery

100 years of vitality with
new drugs and new technologies



Director of the Center SHIBUYA Akira

R&D Center for Sport Innovation

Center for research on
improvement of
sports performance



Director of the Center TAKAGI Hideki

R&D Center for Digital Nature

Exploring the new
relationship between
computers and nature



Director of the Center OCHIAI Yoichi

R&D Center for Health Services

Japan's first center specializing
in the study of services that
bring health and happiness



Director of the Center TAMIYA Nanako

R&D Center for Smart Wellness City Policies

Aiming to create evidence-based
policies to foster wellness
and longevity



Director of the Center KUNO Shinya

R&D Center for Tailor-Made QOL

Provision of programs for
improving QOL on an individual basis
through food, exercise and sleep



Director of the Center ISODA Hiroko

R&D Center for Lifestyle Innovation

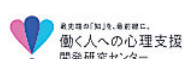
Exploring healthy and
happy lifestyles to
pass on to the next generation



Director of the Center YOSHIMOTO Hisashi

R&D Center for Working Persons' Psychological Support

Development research center for
research on providing psychological
support for working persons
and building social contribution
infrastructure



Director of the Center OKADA Masaki

R&D Center for Zero CO₂ Emission with Functional Materials

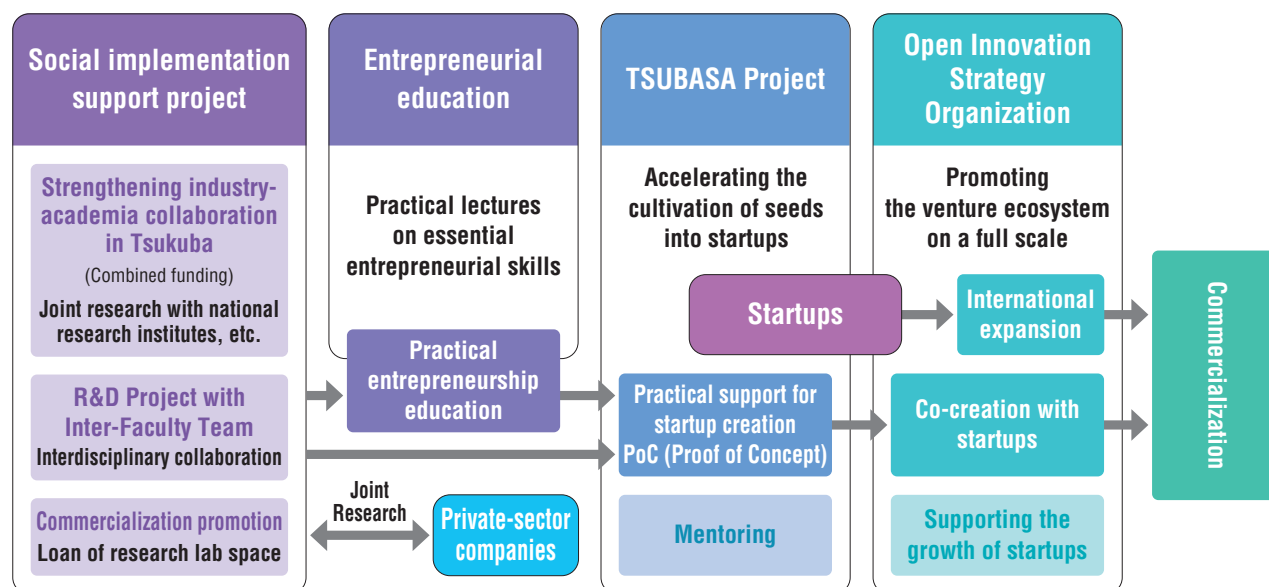
Aiming to realize
a carbon-neutral
hydrogen economy



Director of the Center KONDO Takahiro

Integrated support for social implementation and entrepreneurship

The University of Tsukuba provides one-stop support for the social implementation of research results and entrepreneurship through its “Social Implementation Support Project,” an on-campus open competition program; “Entrepreneurship Education” for students and internal and external researchers; the TSUBASA Project (JST START (University Promotion Type)), an internal program to promote the creation of university startups; and the “Open Innovation Strategy Organization,” a management system designed to promote large-scale industry-academia collaborative research projects between organizations.



Achievements in entrepreneurship education

We are accelerating the creation of university startups by fostering entrepreneurial spirit and practical education.

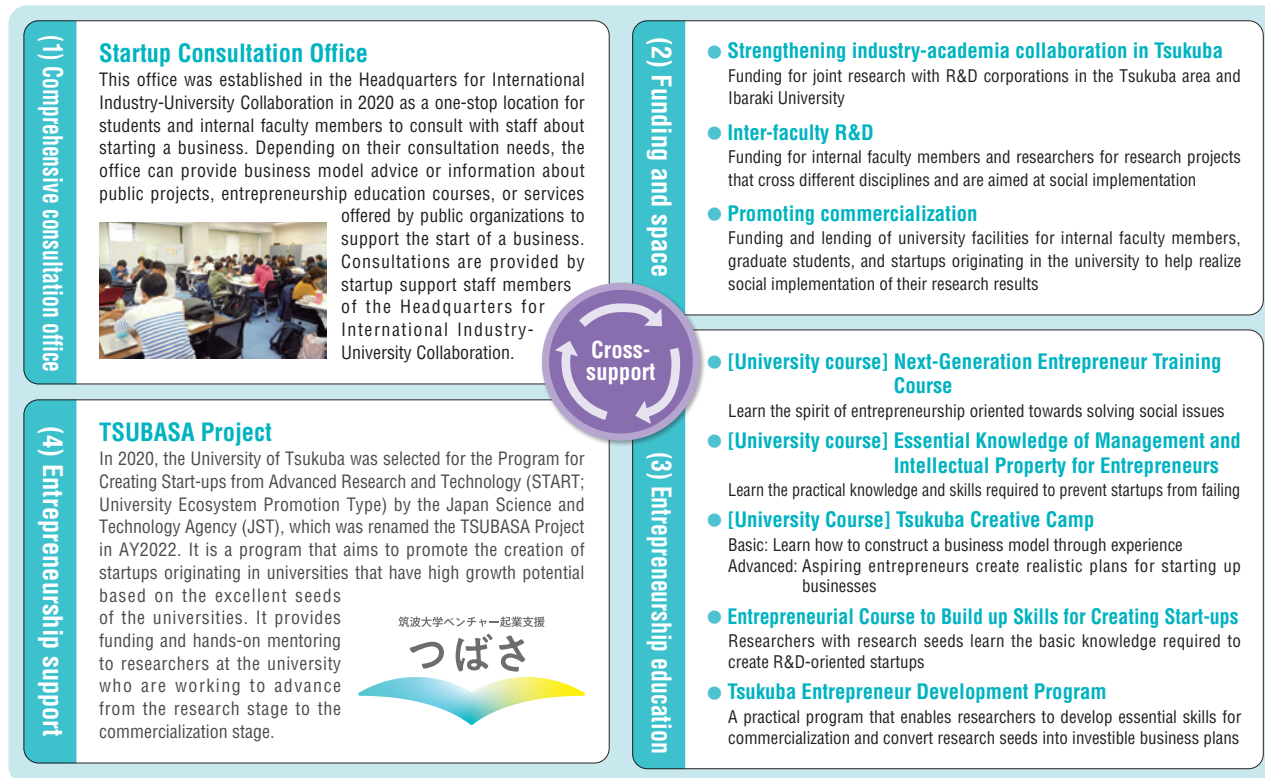
Overview of courses

Next Generation Entrepreneur Training Course	
Learn about entrepreneurship to solve social problems	
Essential Knowledge of Management and Intellectual Property for Entrepreneurs	
Learn how to avoid failure when launching a start-up	
Tsukuba Creative Camp	
■ Basic	Learn how to construct a business model through experience and acquire practical entrepreneurial knowhow
■ Advanced	Aspiring entrepreneurs create realistic plans for starting up businesses
Entrepreneurial Course to Build up Skills for Creating Start-ups	
Researchers with research seeds learn the basic knowledge for creating start-ups	
Tsukuba Entrepreneur Development Program	
A practical program that enables researchers to develop essential skills for commercialization and convert research seeds into investible business plans	
<small>*Implemented as an EDGE-NEXT program from AY2017 through AY2021</small>	
Overseas Training	
Improve English sales pitch skills and understand overseas markets	



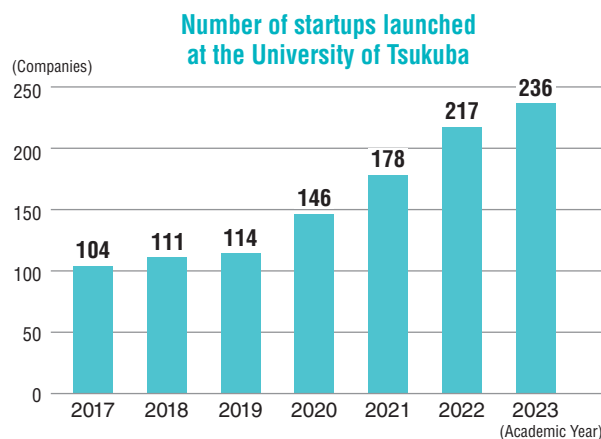
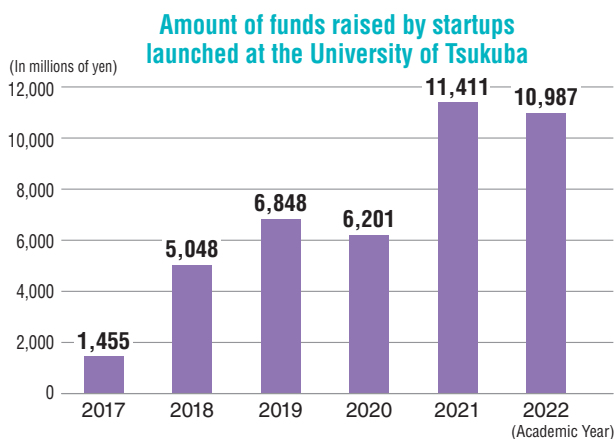
Startups originating in the University of Tsukuba

The University of Tsukuba's support for the creation of startups includes: (1) a comprehensive consultation office, (2) funding and facilities, (3) entrepreneurship education, and (4) entrepreneurship support (TSUBASA Project).



Startups Launched at the University of Tsukuba According to Data

The University of Tsukuba has one of the best proven track records for launching startups among Japanese universities.



(Source: "Report on the Results of the Survey on University-Developed Venture Businesses" by the Ministry of Economy, Trade and Industry)

Number of university startups (Rankings)

	2017	2018	2019	2020	2021	2022	2023
The University of Tokyo	268(1)	271(1)	268(1)	323(1)	329(1)	370(1)	420(1)
Keio University	69(11)	81(8)	85(8)	90(10)	175(5)	236(3)	291(2)
Kyoto University	154(2)	164(2)	191(2)	222(2)	242(2)	264(2)	273(3)
Osaka University	102(4)	106(4)	141(3)	168(3)	180(3)	191(5)	252(4)
University of Tsukuba	104(3)	111(3)	114(6)	146(4)	178(4)	217(4)	236(5)
Tohoku University	86(8)	104(5)	121(4)	145(5)	157(6)	179(6)	199(6)

(Source: "Report on the Results of the Survey on University-Developed Venture Businesses" by the Ministry of Economy, Trade and Industry)

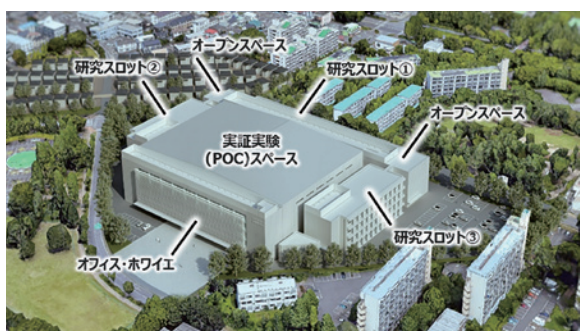
To Promote Genuine Needs-driven Industry-academia Collaborative Research: IMAGINE THE FUTURE Forum

We have been promoting the IMAGINE THE FUTURE Forum project, funded through the University of Tsukuba “Social Value Creation Bond.”

This project is about developing a facility to create new social value, aiming to convert the intelligence, networks, human resources, and other resources and value accumulated in the University of Tsukuba into social value, for example by promoting genuine needs-driven industry-academia collaborative research to proactively resolve social issues and seeking to co-create innovations leading to social reforms.

Making the most of our locational advantage of being situated in Tsukuba Science City, we are constructing a facility to promote large-scale collaborative research. The facility is scheduled to have a large-scale proof-of-concept (POC) space at its center, surrounded by research slots, where we are thinking of inviting corporate R&D departments to set up business-to-academia (B2A) laboratories.

- Research slots: We plan to invite corporate R&D departments to set up B2A laboratories
- POC space: A proof-of-concept space to be utilized for large-scale demonstration experiments to resolve social issues



Architectural perspective



Example of use of the POC space: Demonstration experiments with drones and autonomous robots

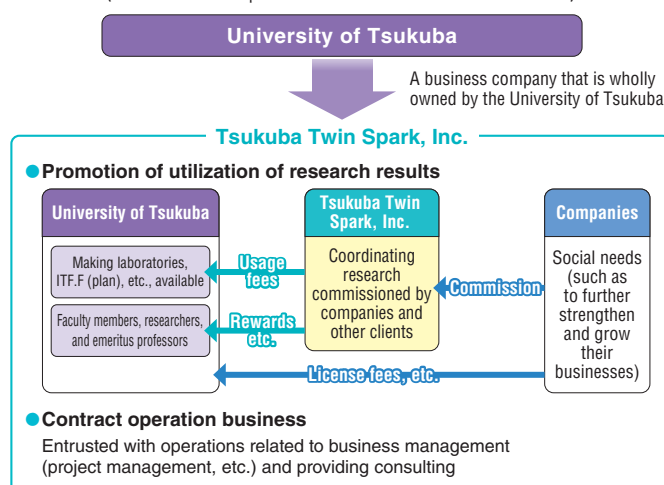
Basic policies

- Promote needs-driven R&D activities and demonstration experiments through society-university collaboration, taking advantage of the resources and interdisciplinary research capabilities of the University of Tsukuba.
- Realize the social implementation of research results contributing to resolving global challenges.
- Produce new social value and create innovations and economic effects leading to social reforms.

Establishment of Tsukuba Twin Spark, Inc., a Wholly Owned External Corporation

The University of Tsukuba established Tsukuba Twin Spark, Inc., a wholly owned business company, on June 17, 2022 as part of its efforts to promote needs-driven R&D. The main business of the company is to undertake research commissioned by private-sector business operators and other clients to commercialize the results of technological research conducted at the University of Tsukuba (promotion of utilization of research results), so that clients can do business to meet social needs, for example through supporting technological development, civil activities, or health promotion. We aim to produce new value from Tsukuba through sparks between social needs and academia seeds.

**Producing new value from Tsukuba through sparks
between social needs and academia seeds**
(An external corporation that can meet social needs)



Governance

- The University of Tsukuba is the corporate decision-maker over the management of Tsukuba Twin Spark, Inc., which is a wholly owned company.
- The statement of operation procedures for the National University Corporation University of Tsukuba gives the Auditors of the university the authorization to investigate the status of property of Tsukuba Twin Spark, Inc., so they shall investigate it.

Initiatives for Achieving the SDGs

Initiatives of the Organization for DESIGN THE FUTURE

The Organization was established in April 2022 to explore the contributions that the University of Tsukuba can make to achieve the Sustainable Development Goals (SDGs) adopted by the United Nations and going “Beyond SDGs” to resolve global challenges faced by society at present and in the future, thereby seeking to build a healthy future for people and the Earth.

More specifically, the Organization revolves around seven goals out of the 17 SDGs and aims to help build a healthy future society for people and the Earth not only through measurements, simulations, and studies and R&D projects contributing to solving issues, but also by integrating many different kinds of knowledge as a comprehensive university, including that about institutional, life, organizational, and community designs, to provide specific strategies to society in relation to global environmental and social problems.

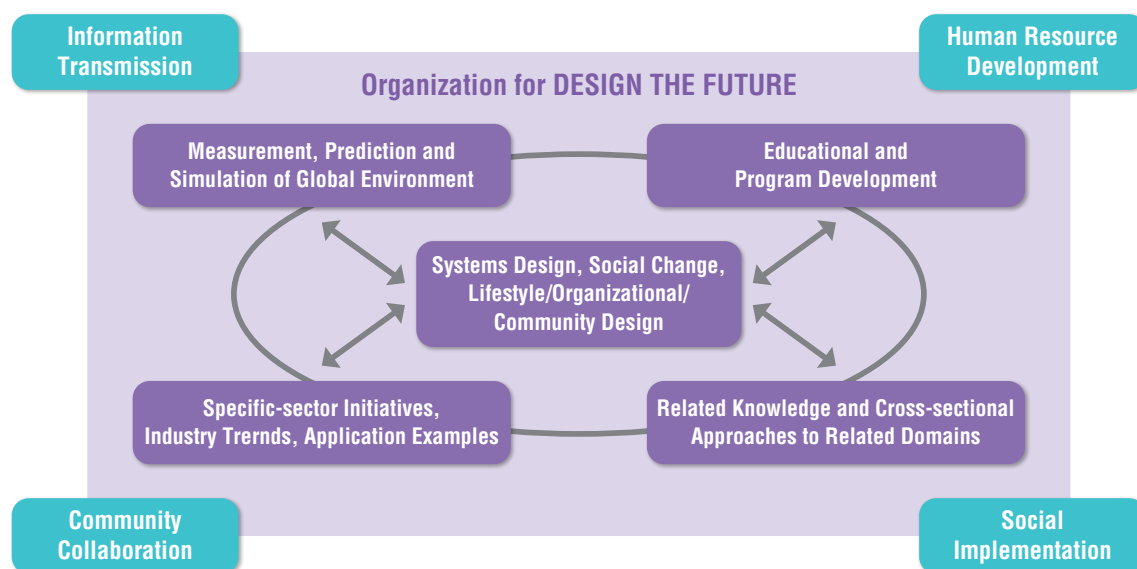


NISHIO Chizuru

Director of Organization for
DESIGN THE FUTURE

(Professor, Institute of
Business Sciences)

Website of the Organization for DESIGN THE FUTURE ▶
<https://www.osi.tsukuba.ac.jp/sdgs/>



Initiatives for Achieving the SDGs

» Visualization of CO₂ Emissions Begins! Project to Display Carbon Footprint of Products (CFP) on Cafeteria Menus

University of Tsukuba × SDGs, Organization for Design the Future

The Organization for Design the Future (Organization for DTF) has been implementing the CO₂ Visualization Project together with students. The first step the Organization for DTF has taken towards reducing CO₂ emissions is to tackle the challenge of visualizing invisible CO₂.

According to the 2022 Annual Report on the Environment, the Sound Material-Cycle Society and Biodiversity in Japan, about 60% of greenhouse gas emissions (consumption-based), which cause global warming, are discharged from households. Moreover, those from food account for a significant 11%, about the same as those from transportation. This is a little known fact and is the reason why we have planned this project together with students to make students become more aware of the environmental impact of the serving of meals to them. Furthermore, we wanted to give them the opportunity to consider not only their own health but also the global environment by displaying the amounts of CO₂ emissions on cafeteria menus. We did this with the cooperation of SHIDAX CONTRACT FOOD SERVICE CORPORATION, which runs three cafeterias at the University of Tsukuba.

First, we have decided to show the carbon footprints of food products familiar to students, faculty and staff. We expect this to increase awareness among them, encourage them to think and act independently, and give them experiences that lead to lifestyle reforms, thereby producing even more future-oriented creative ideas. This project is implemented in cooperation with the following partners: ECHO UT, a student organization (planning), SHIDAX CONTRACT FOOD SERVICE CORPORATION (offering recipes and helping display carbon footprints at the student cafeterias), and the Sustainable Management Promotion Organization (SuMPO) (CFP calculation).

[Carbon Footprint of Products (CFP)]

CFP is defined as greenhouse gas emissions of a product or service through its life cycle stages, from material acquisition to recycling, converted into CO₂ equivalents to measure its environmental impact.

(Source: Website of the Sustainable Management Promotion Organization (SuMPO))

**学食メニューのCO₂見える化プロジェクト
CFP表示ラベル**

	11月18日	11月19日	11月20日	11月21日	11月22日
ランチA	鶏肉のぼん酢炒め 600円 1.711 kg-CO ₂ e	豚肉の天ぷら 1.717 kg-CO ₂ e	鶏と醤油の糖ナベ 4.790 kg-CO ₂ e	本格四川麻婆豆腐 1.381 kg-CO ₂ e	海老と真丈の香煎揚げ 2.078 kg-CO ₂ e
ランチB	豚肉の旨辛煮 600円 1.368 kg-CO ₂ e	鶏肉の西京味噌焼き 2.058 kg-CO ₂ e	あじの竜田揚げ 1.171 kg-CO ₂ e	ボークナーバーベキューソース 2.171 kg-CO ₂ e	タッカルビ(韓国風焼肉) 1.456 kg-CO ₂ e
日替わり丼	鶏玉丼 550円 1.640 kg-CO ₂ e	ハヤシライス 1.255 kg-CO ₂ e	絶品！ローストビーフ丼 2.661 kg-CO ₂ e	ねぎ塩唐揚げ丼 1.825 kg-CO ₂ e	豚玉丼 1.374 kg-CO ₂ e
日替わりカレー	ラムカツカレー 650円 2.360 kg-CO ₂ e	ハンバーグカレー 1.765 kg-CO ₂ e	チーズキーマカレー 0.788 kg-CO ₂ e	フィッシュフライカレー 1.855 kg-CO ₂ e	カツカレー 2.360 kg-CO ₂ e

注: ランチAとランチBのCFPにはみそ汁とごはん(180g)が、日替わり丼にはみそ汁が含まれています。

CFP of each dish shown in a way that is easy to understand (example)

私たちが選ぶ食事で未来が変わる。

01 | 食事の環境負荷を考えよう。

世界の温室効果ガスの約1/3が食事に由来します。



約30倍



*牛肉と豆類のCFPをタンパク質100gあたりで比較した場合 (Poore and Nemecek, 2018)

02 | 環境に優しい食事を意識しよう。

CO₂排出量が少ない食材を選ぶことや、フードロスを削減することで、環境負荷を大きく減らせます。

03 | メニューのCFPを見て賢く選ばよう。

CFPとは、原材料の生産から廃棄まで、製品のライフサイクル全体を通して排出される温室効果ガスをCO₂に換算したものです。



学食メニューのCO₂見える化プロジェクト
本プロジェクトは、DESIGN THE FUTURE機構の学生チームによる企画、シダックスコントラクトフードサービス株式会社によるレシピ、メニューやスペース提供等の協力のもと実施しています。



Regular beef hamburger and (low-CFP) soyburger, served as the day's specials

Global Warming Initiatives —Holding the Tsukuba 3E Forum—

The Tsukuba 3E Forum was collaboratively organized by universities, research institutes, and municipalities in 2007 with the aim of tackling research that establishes Tsukuba as an energy-saving, low-carbon city of science. Task forces (TF) organized within the forum propose technologies and systems to the city to achieve an eco-city through demonstration and incorporation.

Website of the Tsukuba 3E Forum ▶
<https://eeeforum.sec.tsukuba.ac.jp/>



Environment
Energy
Economy
TSUKUBA

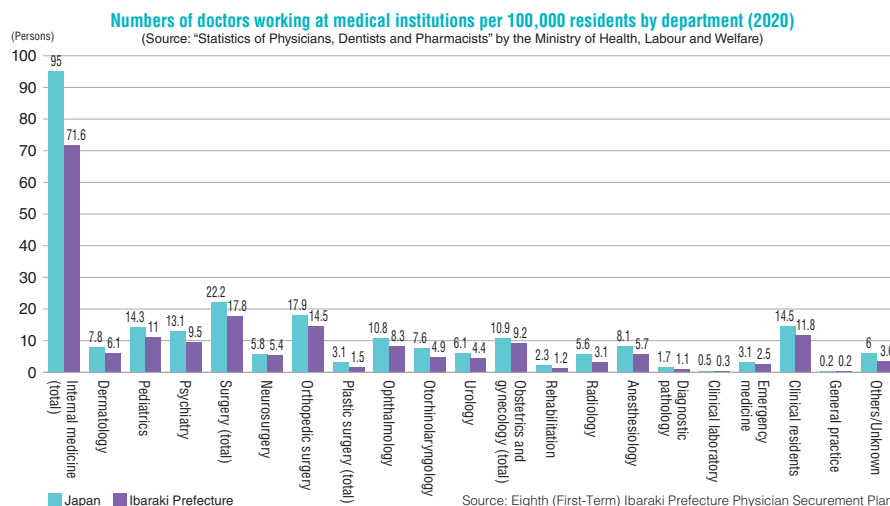
Promote the transfer of leading-edge medical research results to society through the development of advanced medical technology

The University of Tsukuba Hospital strives to provide advanced medical care, produce excellent medical human resources, and develop next-generation medical care, aiming to fulfill the three functions of a hospital affiliated to a university, which are medical care, education, and research.

Roles and functions as a training organization that develops highly-specialized quality medical human resources

The University of Tsukuba is a Designated National University Corporation located in the Tsukuba Science City, where many research organizations are concentrated. Being a research hospital affiliated with the university, its hospital also has a mission to carry out internationally competitive research, including clinical research. At the same time, however, it also needs to play its role as the only Special-Purpose Hospital—an institute of higher education that produces medical doctors—in Ibaraki. Ibaraki is a prefecture with few relatively few medical doctors, ranking 46th in Japan for the number of medical doctors per 100,000 residents, and 43rd by the physicians' maldistribution indicator. To achieve these two missions mentioned above at a high level, the hospital seeks to develop and implement strategic training programs mainly through: (1) enhancing special programs for medical researchers in clinical training and specialized research programs and the academic resident system; (2) elevating career formation programs for "regional quota" doctors; (3) strengthening the education and research functions of regional medical education centers and other facilities; and (4) refining specialized training programs aimed at developing highly-specialized medical doctors.

The hospital also endeavors to redress the maldistribution of physicians; it works in cooperation with Ibaraki Prefecture to promote a regional medical vision in areas with a shortage of medical doctors. Examples of this work include improving the training environment for medical doctors through differentiation, and integrating functions between medical organizations. While medical organizations in areas with a shortage of medical doctors are striving to make both the "software" and "hardware" aspects of their environments more appealing to specialized doctors, the hospital is helping to alleviate the maldistribution of medical doctors between different departments by placing special emphasis on developing medical doctors in those departments with a marked shortage of them.



Carried out assistance activities in the disaster-hit areas of the 2024 Noto Peninsula Earthquake —Teams of medical experts: DMAT, DPAT and Ibaraki JRAT

At the request of Ibaraki Prefecture and disaster assistance teams in Ishikawa Prefecture, the University of Tsukuba Hospital dispatched hospital members from its medical assistance teams. Specifically, there comprised the Disaster Medical Assistance Team (DMAT), the Disaster Psychiatric Assistance Team (DPAT), and the Ibaraki JRAT (Japan Disaster Rehabilitation Assistance Team), to provide assistance to areas hit by the 2024 Noto Peninsula Earthquake. The teams arrived at the disaster areas after a great deal of transportation difficulty, caused by cracks in the ground and other road problems and snowfall. They carried out a wide range of assistance activities there, where buildings had collapsed and water supply was disrupted, by working in cooperation with team members from across Japan and logistics support teams from the university hospital.



University hospital DMAT



DPAT working at the command post in Suzu City

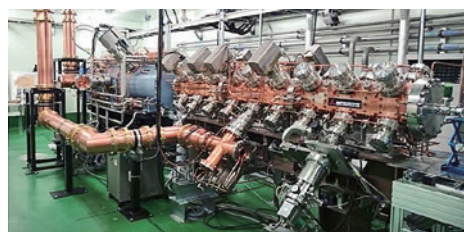
Launch of the world's first investigator-initiated clinical trial of the next-generation treatment BNCT using an accelerator for primary glioblastoma (intractable brain tumor)

In January 2024, the University of Tsukuba launched the world's first investigator-initiated clinical trial of the Boron Neutron Capture Therapy (BNCT) using a Tsukuba-style accelerator to generate neutrons for glioblastoma, a refractory malignant brain tumor for which a treatment has not yet been established.

Glioblastoma is a type of cancer with an extremely low five-year survival rate of about 10%. It almost always recurs even when surgery, radiation therapy, and chemotherapy are used in combination, and is known to be difficult to treat. The goal of this clinical trial is to help develop a highly effective treatment method by verifying the safety and tolerability of BNCT on patients with malignant tumors developed in sites where full resection is difficult.



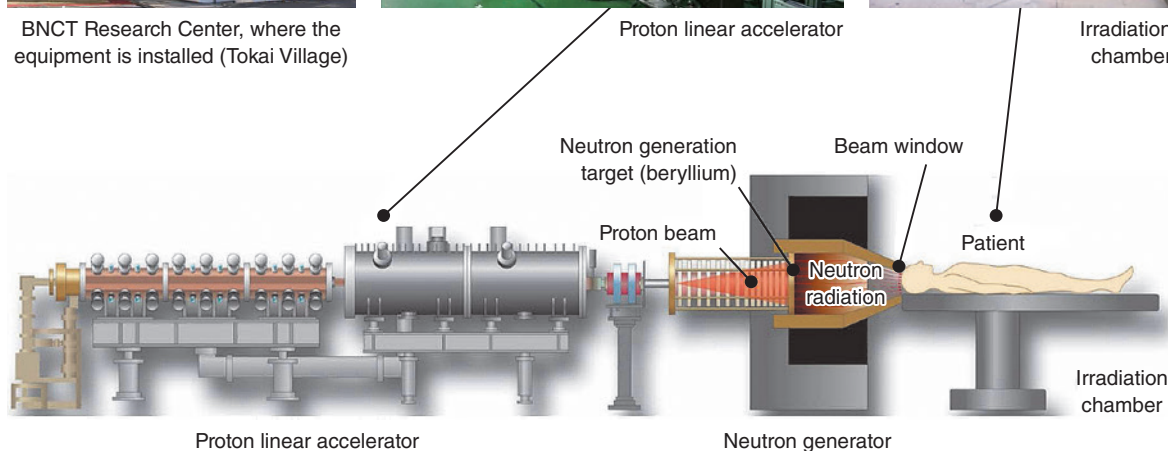
BNCT Research Center, where the equipment is installed (Tokai Village)



Proton linear accelerator



Irradiation chamber



Tsukuba Birth Center entered full service

The special ward for the Tsukuba Birth Center, the hospital-based obstetrician-assisted midwifery system that the University of Tsukuba Hospital has developed with the support of Tsukuba City, has been completed. It entered full service on August 19, 2024 as a twelve-bed dedicated ward, following after a partial service period during which the system had been operating with six beds in the existing perinatal ward.

All twelve beds of the center are in LDR* rooms (fully equipped with the facilities required for labor, delivery, and recovery), in which users can be with their families during childbirth. Concurrently with the launch of the Tsukuba Birth Center, the number of beds in the perinatal ward was also increased from 35 to 45. Furthermore, the hospital upgraded its postpartum care system by adding six beds for babies with serious conditions each to the Neonatal Intensive Care Unit (NICU) and Growing Care Unit (GCU) on the lower floor of the same building, resulting in 39 beds each.

As Tsukuba City is expected to continue to grow in population, given further development along the "Tsukuba Express" railway line, the shortage of medical institutions that manage labor and delivery is becoming more and more of a problem. At the same time, it is becoming a challenge to deal with high-risk childbirths, as more and more babies are being born to older mothers across Japan.

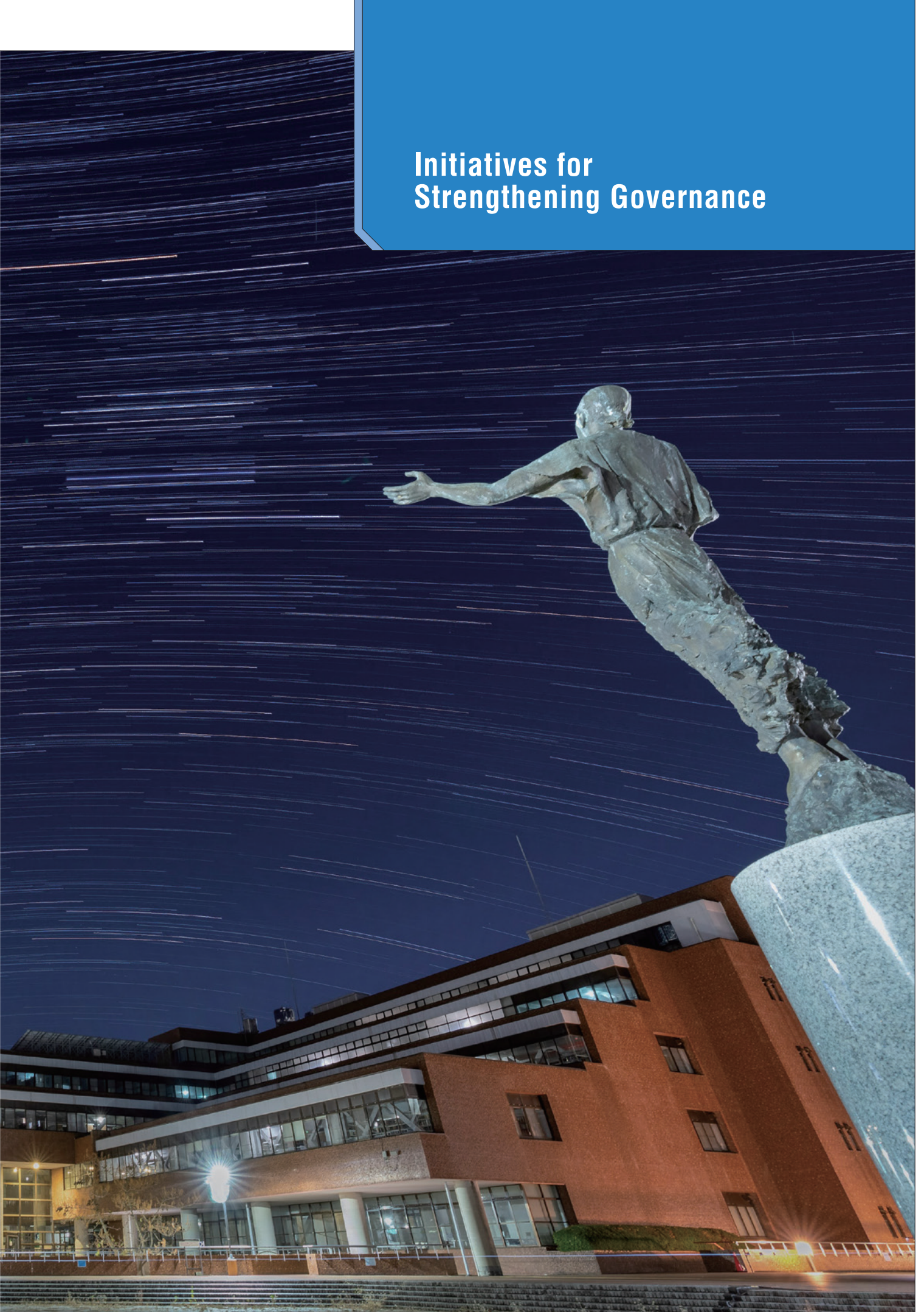
The University of Tsukuba Hospital is Ibaraki Prefecture's only Special-Purpose Hospital, and is responsible for addressing the shortage of medical institutions and dealing with high-risk childbirths as a perinatal medical center. We are hoping that the Tsukuba Birth Center, which has recently entered full service, will help resolve these challenges and contribute to enhancing the region's perinatal medical care provision system, built around Tsukuba City.

*LDR stands for labor, delivery, and recovery.





Initiatives for Strengthening Governance



Framework for Use and Management of Education and Research Funds

The university has established the Education and Research Funds Misuse Prevention Plan to prevent the wrongful use of education and research funds, and has taken various measures to eliminate the causes of misuse and promote appropriate use and management of education and research funds.

The university also strives to raise awareness about the prevention of misuse by implementing compliance education and awareness building activities for faculty and staff, and has established a framework for strengthening the organization to ensure that it can respond to risks at an early stage.

Use and Management of Education and Research Funds

We have established a system of accountability in regard to the use and management of education and research funds, with the president as the chief administrative officer, and we have clarified roles and responsibilities under this system.

The general managing officer, who assists the Chief Executive Officer and supervises the organization-wide framework for preventative measures against misuse, organizes the Committee on Promotion of Preventative Measures Against Misuse of Education and Research Funds to identify the causes of misuse and establishes the National University Corporation University of Tsukuba Education and Research Funds Misuse Prevention Plan to eradicate the causes (revised on February 27, 2024).

Based on this misuse prevention plan, the department officers take necessary measures and report the status of implementation to the general managing officer. They also implement compliance

education and awareness building activities within the respective departments that they manage and supervise, manage education and research funds, monitor the status of management and provide guidance for improvement.

The Office of Auditors monitors the progress and penetration of each measure from a university-wide perspective, and reports to the Chief Executive Officer and the Committee on Promotion of Preventative Measures Against Misuse of Education and Research Funds.

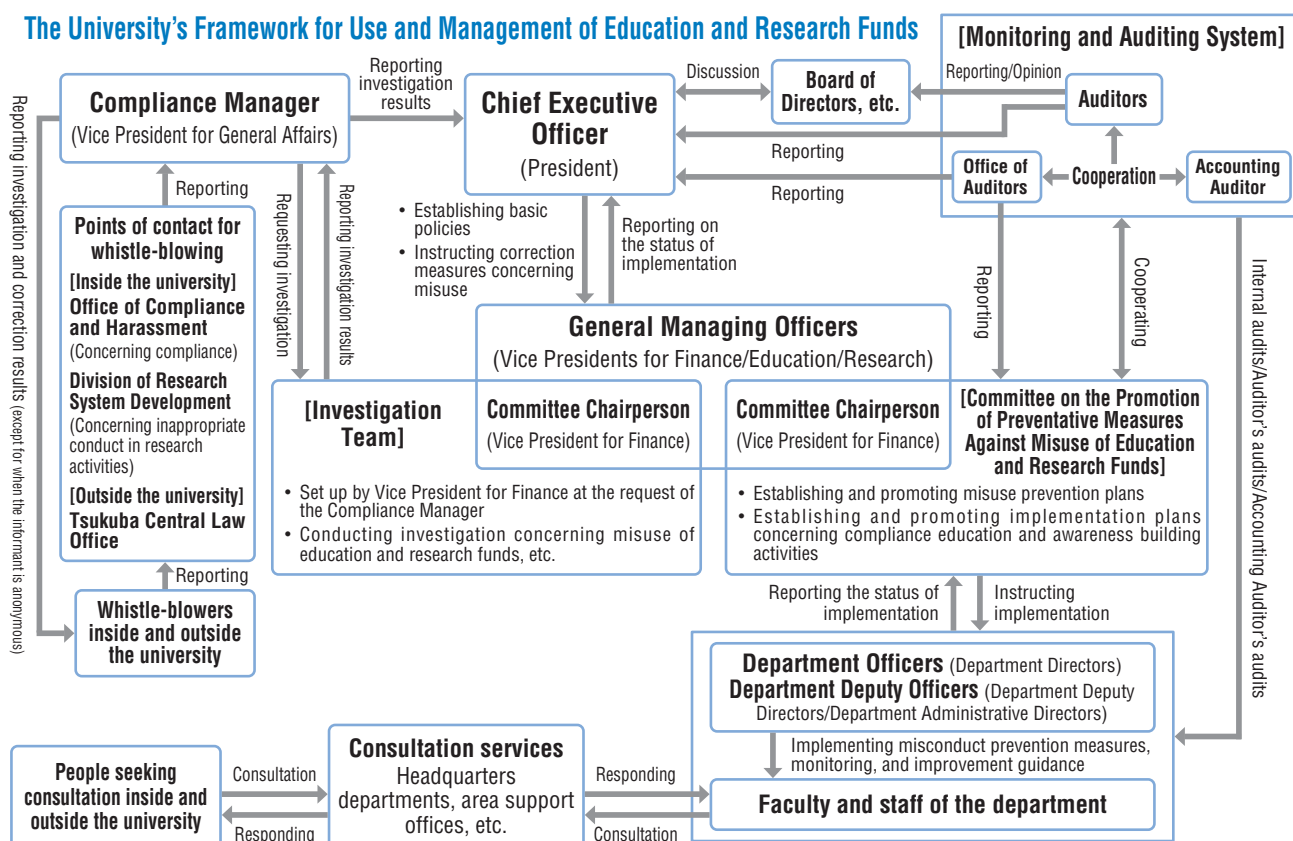
The auditors work in cooperation with the Office of Auditors and the Committee on Promotion of Preventative Measures Against Misuse of Education and Research Funds to check the status of development and operation of internal control over misuse prevention from an organization-wide perspective and express opinions about the results at Board of Directors and other meetings.

Clarification and Unification of Accounting Rules, Compliance Education, and Awareness Building Activities

Accounting rules are reviewed in a timely manner based on actual conditions of business to ensure consistency in their operation.

To ensure all accounting rules are easy for faculty and staff to understand, we have prepared the Accounting Rules Handbook. In addition, we make efforts to educate and raise the awareness of faculty and staff by providing compliance education and awareness building activities about the prevention of misuse for appropriate use and management of education and research funds through e-learning in line with the Implementation Plan Concerning Compliance Education

and Awareness Building Activities Aimed at Prevention of Misuse of Education and Research Funds, established by the general managing officer. The plan was revised in AY2023 to require all members of the University of Tsukuba to participate in compliance education programs to prevent the misuse of education and research funds at least once a year, increasing the frequency from "at least once every three years," as well as to give tests to check participants' understanding and require them to score full marks to complete their programs to make sure that participants reach higher levels of understanding.



Initiatives to prevent the misuse of education and research funds at the university are also posted on the university website.
<https://www.tsukuba.ac.jp/research/compliance-guideline/>

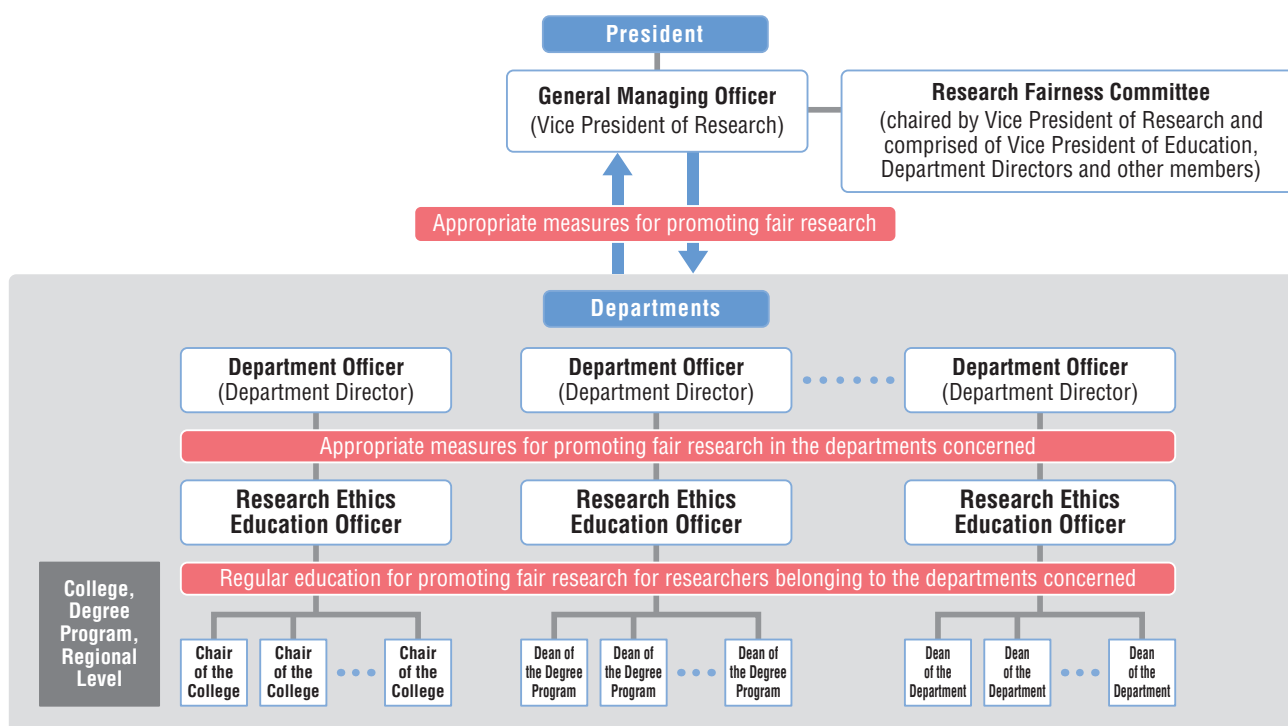
Promoting Fair Research Activities

The University of Tsukuba has established the University of Tsukuba Research Fairness Rules to prevent inappropriate conduct and to put in place a framework for realizing fair research activities. The university has also established guidelines for research ethics education and the storage of research materials and strives to maintain fair research activities.

Establishment of a Framework for Promoting Fair Research Activities

Based on the Guidelines for Responding to Misconduct in Research Activities (decided by the Minister of Education, Culture, Sports, Science and Technology), we established the University of Tsukuba Research Fairness Rules and a framework consisting of a general management officer (Vice President of Research), department officers (department directors), Research Ethics Education Officers (appointed and awareness building activities within the respective departments by the director in each department), and the Research Fairness Committee.

Framework for Promoting Fair Research Activities



Guidelines for Research Ethics Education [March 2, 2017, decided by the President]

Research ethics education aims to ensure that researchers engage in responsible research activities by independently observing norms, thereby establishing trust in science and contributing to the sound development of science.

Method of Study and Period of Implementation (University Faculty)

- Research ethics training at the time of recruitment
- Obligation to undertake regular study through Research Ethics e-learning (eL CoRE or eAPRIN)
- Regular participation in research ethics FD workshops
- Research ethics training based on characteristics of the research field

Method of Study and Period of Implementation (Graduate Students)

- Research ethics training at the time of admission and advancement to specialist programs

Guidelines for the Storage of Research Materials, etc. [March 2, 2017, decided by the President]

Researchers are required to store research materials to prove the validity of their activities in the event any doubt arises concerning research misconduct or to ensure the possibility of third-party verification.

Furthermore, because the results of research and the data on which they are based have the characteristics of public assets, it is the responsibility of each researcher and the university to properly manage and preserve research materials.

Data and Material Subject to Storage Obligations, Storage Period and Storage Method

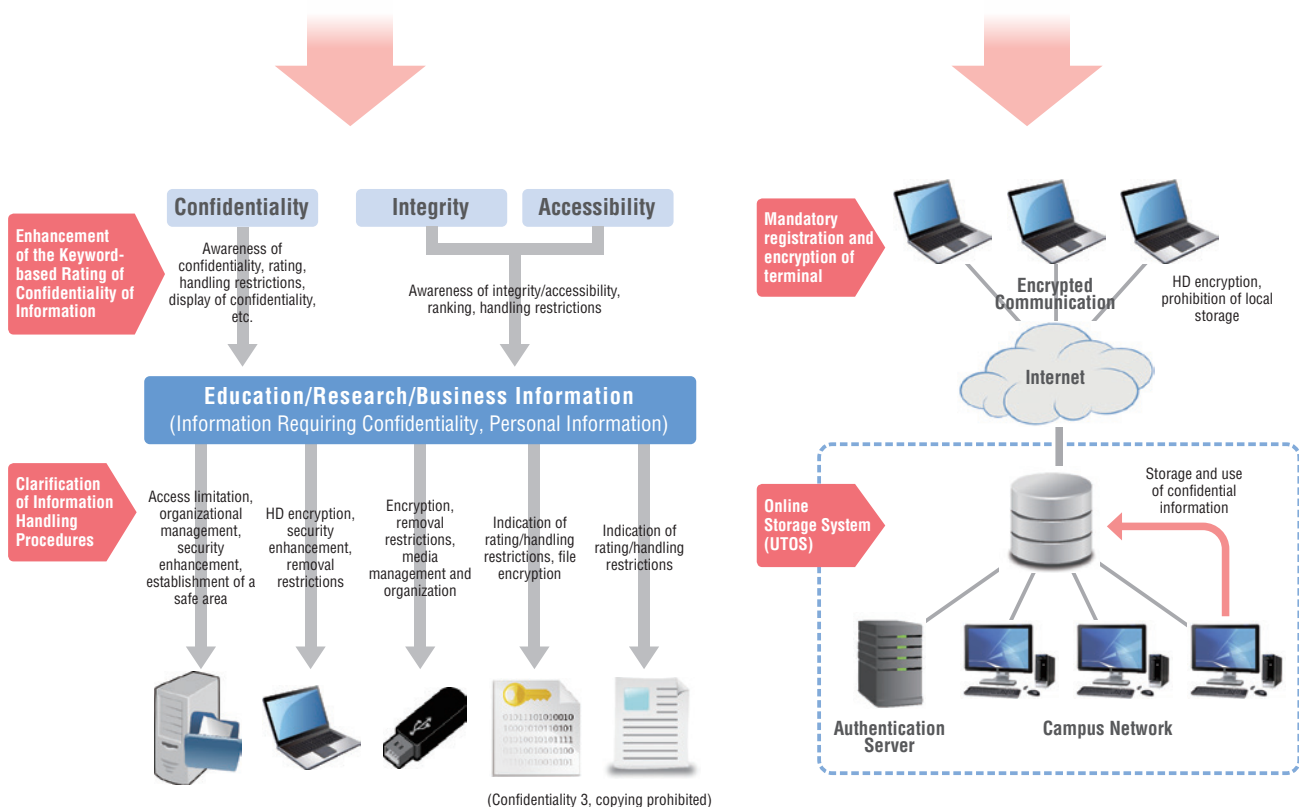
- The storage period for documents (documents, numerical data, images, etc.) is 10 years after their publication
- The storage period of objects such as specimens (experimental samples and specimens) and equipment is five years after the publication of the paper concerned

Building an Information Security Management System

The University is making efforts to strengthen the security of its risk management and network system by making information security education mandatory and through audits. For example, we have established an information security management system that is recognized internationally in terms of rating the confidentiality of information and establishing a dedicated system for storing confidential information.

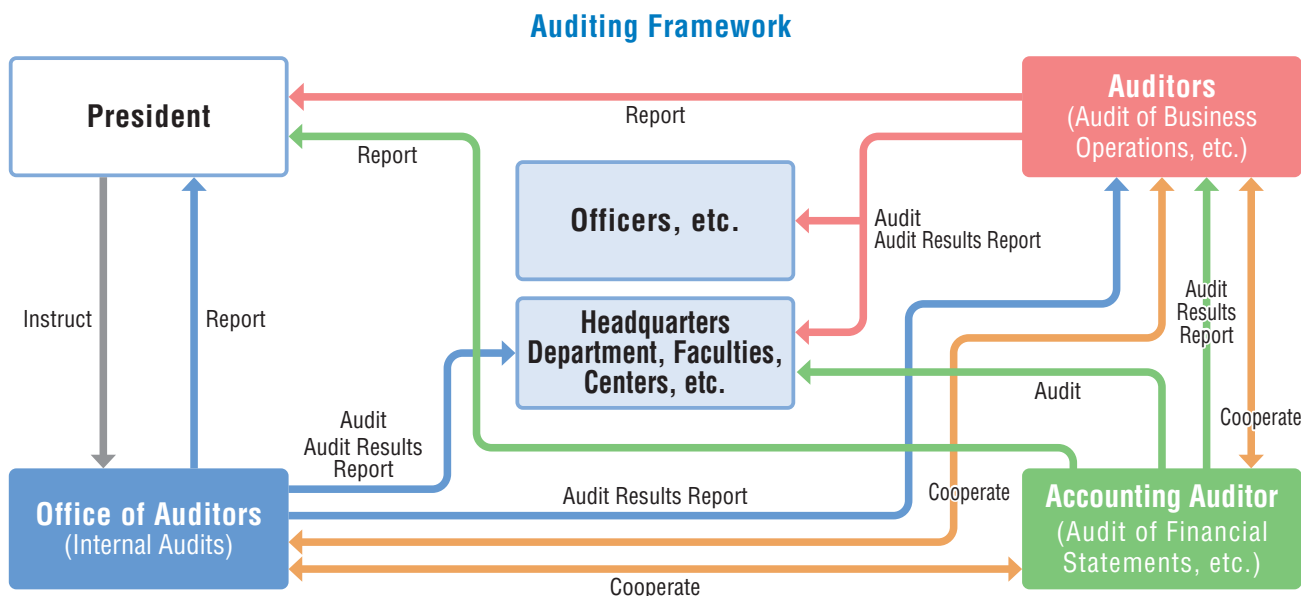
Education	<p>Information security education through e-learning and seminars for students and faculty</p> <ul style="list-style-type: none"> ○ e-learning (INFOSS Information Ethics) ○ Information security seminars ○ Targeted email attack training
Risk Management	<p>Information security audits</p> <ul style="list-style-type: none"> ○ Audits in cooperation with the Office of Auditors and the Information Security Risk Management Office on the status of systematic initiatives for information security and the status of incident response systems, etc. for four departments ○ Follow up audits for departments audited the previous academic year
Network System Security	<p>Initiatives to prevent incidents, minimize damage, and prevent damage from spreading</p> <p>In preparation for advanced cyber-attacks,</p> <ul style="list-style-type: none"> ○ Implemented detection and prevention of security invasions in the core network systems ○ Periodically implemented vulnerability diagnosis using vulnerability check tools ○ Monitored communication from inside to outside the university
Confidentiality Management	<p>Enhanced the keyword-based rating of confidentiality of information and clarified information handling procedures according to the level of confidentiality</p> <ul style="list-style-type: none"> ○ Undertook the rating of information handled in work duties, and formulated and implemented information handling restrictions and handling procedures based on the information rating
Confidential Information System	<p>Established a dedicated system for storing confidential information and operation rules requiring mandatory registration on user terminals and encryption of terminals</p> <ul style="list-style-type: none"> ○ Developed and put into operation the online storage system (UTOS) to prevent confidential information being taken off campus ○ Enforced the rules for mandatory registration and encryption of UTOS user terminals

Annual information sessions for thorough implementation



Auditing Framework

The university cooperates with business operation audits of the auditors, internal audits of the Office of Auditors, and audits of the accounting auditor, and makes efforts to verify these to improve the quality of education and research, and maintain and improve the appropriateness, rationality, efficiency, and soundness of business operations.



Audits by Auditors

Audits

- In order to properly execute our duties, we will maintain a fair and unbiased attitude and an independent stance. At the same time, the purpose of this audit is to ensure proper and efficient operation of the corporation's business by communicating with officers, faculty, staff, accounting auditors, etc., collecting information, and improving the environment for auditing. In addition, by focusing on dialogue across the university and its organizations as a whole through audits, we promote the sharing of goals and issues, and provide necessary advice and proposals for solving issues.

Audit Items

- Audits concerning business operations
- Audits of financial results, financial statements, and management of unused funds

Audit Reports

- The auditors prepare a written opinion and present it to the president and other parties concerned regarding audits related to business operations. In addition, the auditors prepare an audit report concerning financial results and submit it to the Minister of Education, Culture, Sports, Science and Technology.

Audits by Office of Auditors

Audits

- The Office of the Auditors investigates and verifies the status of execution of business operations from the viewpoint of legality, rationality and efficiency from a fair and objective standpoint, and based on its results, provides information as well as advice, suggestions and support for improvement in business operations.

Audit Items

- Audit concerning accounting operations (including monitoring of the Education and Research Funds Misuse Prevention Plan and status of staff work), public research funds, and information security
- Cooperation with auditors' audits

Audit Reports

- The Office of Auditors prepares an audit report and presents it to the president. The auditors also disseminate their findings and precautions to be taken in the audit to thoroughly prevent similar cases from recurring, and they carry out follow-up audits the following academic year.

Audits by the Accounting Auditor

Audits

- The financial statements and reports on financial results are audited by an accounting auditor appointed by the Minister of Education, Culture, Sports, Science and Technology. In addition, the accounting auditor holds meetings as appropriate with the president, auditors, and the Office of the Auditors to share information on issues in accounting procedures and other matters.



Financial Conditions



Financial Results for AY2023

B/S: Balance Sheet

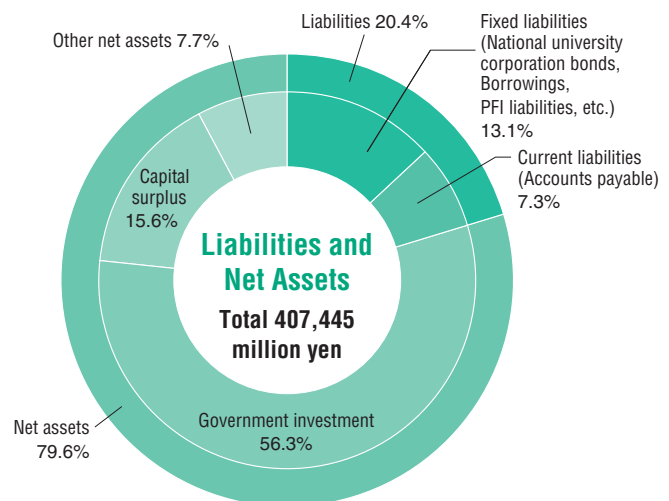
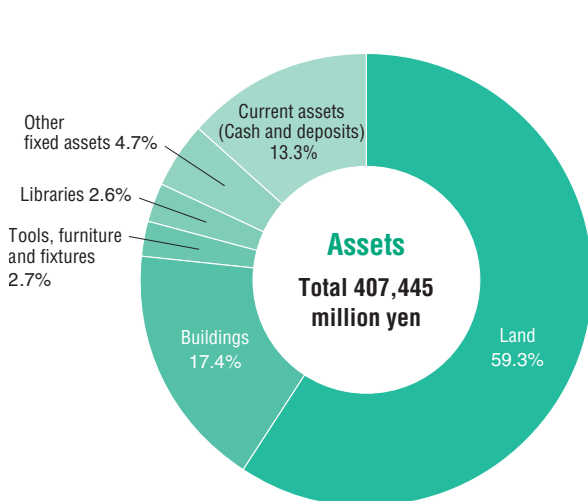
A balance sheet presents the financial conditions of a corporation on the day of settlement. The liabilities and net assets indicate the breakdown of the procured funds, while the assets show how the procured funds have been managed.

《Characteristics of the University of Tsukuba》

Fixed assets, such as land and buildings, account for 76.7% of the assets of the university. Although 61.3% of its liabilities is represented by borrowings, national university corporation bonds (The University of Tsukuba Social Value Creation Bond), lease liabilities, and PFI liabilities, the university stabilizes its financial management through systematic repayment. Net assets account for 79.6% of the total of liabilities and net assets, of which 56.3% is accounted for by government investment, such as land and buildings contributed in kind by the national government.

(In millions of yen)

Item	AY2022	AY2023	Change	Item	AY2022	AY2023	Change
Assets	412,676	407,445	▲ 5,230	Liabilities	84,675	83,160	▲ 1,514
(Main Items)				(Main Items)			
Land	241,706	241,706	0	Operational grants liabilities	1,338	2,055	717
Buildings	75,227	70,792	▲ 4,434	Borrowings	10,955	13,834	2,879
Tools, furniture and fixtures	11,604	11,069	▲ 534	National university corporation bonds	20,000	20,000	—
Libraries	10,418	10,444	26	Lease liabilities	2,671	2,351	▲ 320
Construction in progress	9,412	13,363	3,950	PFI liabilities	15,988	14,796	▲ 1,192
Investment in securities	2,702	11,718	9,016	Donation liabilities	6,478	6,251	▲ 227
Reserved assets for depreciation	473	793	320	Sponsored research/ sponsored operations liabilities	2,592	3,242	650
Reserved assets for redemption of national university corporation bonds	—	150	150	Deposits received	2,283	2,359	76
Cash and deposits	48,935	36,719	▲ 12,216	Long-term deferred subsidies	1,783	1,392	▲ 391
Accounts receivable	9,708	8,006	▲ 1,701	Accounts payable	15,739	11,684	▲ 4,055
				Net Assets	328,001	324,285	▲ 3,716
				(Main Items)			
				Government investment	229,233	229,233	—
				Capital surplus	65,684	63,634	▲ 2,050
				Retained earnings	33,084	31,408	▲ 1,676
				Reserve funds	9,412	31,995	22,583
				Unappropriated retained earnings (or undisposed loss) at the end of the term	23,672	▲ 587	▲ 24,259



Total assets: 407,445 million yen (year-on-year increase of 5,230 million yen ↓)

The main factor contributing to the decrease was a decline in cash and deposits resulting from the investment and systematic launch of securities. The amount of securities increased as the result of the start of investment from fixed deposits (negotiable certificates of deposit).

Total liabilities: 83,160 million yen (year-on-year increase of 1,514 million yen ↓)

The main factors contributing to the decrease were a decline in closing balance resulting mainly from systematic execution of accounts payable, and systematic repayment of PFI liabilities (for the University Hospital Redevelopment Project). Borrowings increased due to systematic borrowing for renovation of the university hospital's Building B.

Total net assets: 324,285 million yen (year-on-year increase of 3,716 million yen ↓)

The main factors contributing to the decrease were reductions in capital surplus and retained earnings as the result of recording the amounts of accumulated depreciation of buildings and other assets (not included in the statement of income), executing expenses financed by reserve funds carried forward from the previous Mid-term Plan Period, etc.

P/L: Profit and Loss Statement

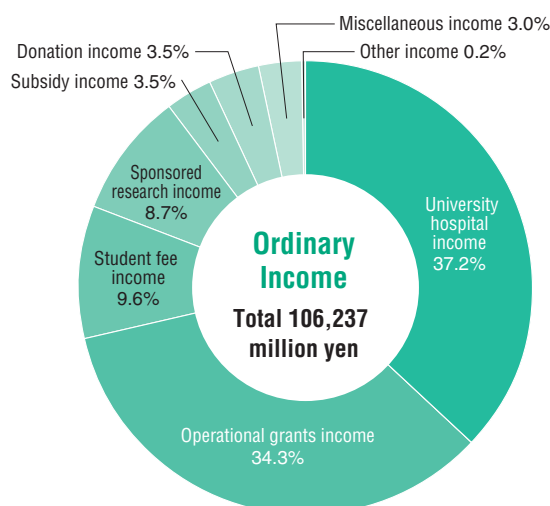
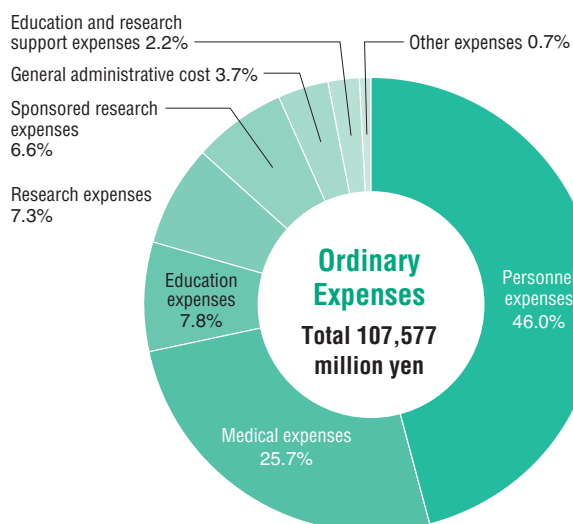
This statement indicates a corporation's operating conditions during a given accounting period (fiscal year) by showing the amount of income less expenses as profit (loss).

《Characteristics of the University of Tsukuba》

Personnel expenses and medical expenses accounted for 46.1% and 25.7%, respectively, of the university's ordinary expenses. Of the ordinary income, 37.2% and 34.3% were occupied by university hospital income and operational grants income, respectively.

(In millions of yen)

Item	AY2022	AY2023	Change	Item	AY2022	AY2023	Change
Ordinary Expenses	104,313	107,577	3,264	Ordinary Income	105,216	106,237	1,021
(Main Items)				(Main Items)			
Education expenses	8,119	8,410	291	Operational grants income	34,943	36,462	1,519
Research expenses	6,779	7,809	1,030	Student fee income	10,113	10,168	55
Education and research support expenses	2,208	2,331	123	University hospital income	38,568	39,565	998
Medical expenses	26,470	27,692	1,222	Sponsored research income	5,842	6,048	206
Sponsored research expenses	4,652	4,525	▲ 127	Joint research income	2,041	1,957	▲ 85
Joint research expenses	1,705	1,497	▲ 208	Sponsored operations income	1,170	1,182	12
Sponsored operations expenses	1,082	1,071	▲ 11	Subsidy income	6,013	3,668	▲ 2,346
Personnel expenses	49,840	49,545	▲ 295	Donation income	3,395	3,757	363
General administrative costs	2,897	3,991	1,094	Miscellaneous income	2,958	3,207	249
Financial costs	531	634	103				
Extraordinary loss	64	98	33	Extraordinary profit	22,076	3	▲ 22,073
Gross income (loss)	23,672	▲ 587	▲ 24,259	Reversal of reserve	758	847	90



Ordinary expenses: 107,577 million yen (year-on-year increase of 3,264 million yen ↑)

The main factors contributing to the rise were increases in utility expenses associated with price fluctuations (escalating electricity and gas prices), in medical expenses resulting from the growing numbers of patients on expensive medication and highly difficult operations, and in general administration costs as the result of demolishing staff housing (for a university bond project).

Ordinary income: 106,237 million yen (year-on-year increase of 1,021 million yen ↑)

The main factors contributing to the increase were rises in education and research infrastructure maintenance expenses (rises in utility expenses) in operational grants income as the result of additional allocation, and in university hospital income resulting from an increase in the number of patients on expensive medication. Subsidy income decreased, as the project for securing beds for COVID-19 patients ended.

Extraordinary income: 3 million yen (year-on-year increase of 22,073 million yen ↓)

The main factor contributing to the decrease was the revision of the Accounting Standards for National University Corporations (See Page 68). While a large amount of extraordinary income arose in AY2022, AY2023 saw a fall in extraordinary income because there was no income equivalent to the depreciation of assets purchased in the past.

Gross income: 587 million yen (year-on-year increase of 24,259 million yen ↓)

(Ordinary income + Extraordinary income + Reversal of reserve) – (Ordinary expenses + Extraordinary loss)

C/F:Cash Flow Statement

A cash flow statement presents the flow of corporate cash during an accounting period (fiscal year). The amounts of cash that came into the corporation and went out of the corporation during the accounting period, and for what reasons, are shown separately for operating, investing and financing activities.

(In millions of yen)

Items	AY2022	AY2023	YoY change
I Cash flow from operating activities	9,066	7,857	▲ 1,209
Education and research operation expenditure	▲ 17,021	▲ 18,767	▲ 1,746
Medical operation expenditure	▲ 23,059	▲ 24,192	▲ 1,134
Personnel expenditure	▲ 51,223	▲ 52,027	▲ 804
Other operation expenditure	▲ 3,066	▲ 3,970	▲ 903
Operational grants income	36,281	37,179	897
Student fee income	9,019	8,818	▲ 201
University hospital income	37,715	39,815	2,101
Sponsored research income	9,061	10,324	1,263
Subsidy income	5,369	4,803	▲ 566
Donation income	2,946	2,609	▲ 337
Change in other operating activities	3,044	3,265	221
II Cash flow from investing activities	▲ 40,701	▲ 12,965	27,736
Expenditure from investment in securities	—	▲ 17,806	▲ 17,806
Income from redemption of securities	1,600	8,800	7,200
Expenditure from acquisition of fixed assets	▲ 8,902	▲ 11,599	▲ 2,696
Income from sale of fixed assets	1,348	—	▲ 1,348
Expenditure from placement of fixed deposits	▲ 70,500	▲ 61,805	8,695
Income from repayment of fixed deposits	33,800	67,958	34,158
Income from facility fees	2,923	2,343	▲ 580
Change in other investing activities	▲ 971	▲ 856	115
III Cash flow from financing activities	20,872	▲ 967	▲ 21,839
Income from issue of national university corporation bonds	19,877	—	▲ 19,877
Income from long-term loans	5,194	3,029	▲ 2,165
Expenditure from repayment of long-term loans	▲ 109	▲ 109	▲ 0
Expenditure from repayment of lease liabilities	▲ 992	▲ 661	331
Change in other financing activities	▲ 3,098	▲ 3,225	▲ 127
Effect of exchange rate changes on cash	4	11	7
Change in the amount of cash	▲ 10,759	▲ 6,064	4,695
Cash balance at the beginning of the period	22,041	11,282	▲ 10,759
Cash balance at the end of the period	11,282	5,219	▲ 6,064

《Major factors contributing to the changes》

【Cash flow from operating activities】

Education and research operation expenditure

Expenditure from price fluctuations (rising prices etc.) increased, and travel and other expenses rose as COVID-19 was downgraded to a less-severe Category 5 and the social situation went back to the normal.

Medical operation expenditure/University hospital income

Expenditure from pharmaceutical expenses, medical material expenses, etc. increased as a result of rising numbers of patients on expensive medication, highly difficult operations, etc. University hospital income also rose in association with the above increase.

【Cash flow from investing activities】

Expenditure from investment of securities

Increased due to new corporate bond acquisition and investment of fixed deposits (negotiable certificates of deposit).

Expenditure from acquisition of fixed assets

Increased due to systematic payments for renovation of the university hospital's Building B.

Income from repayment of fixed deposits

Increased as the cash raised through the University of Tsukuba Social Value Creation Bond, a national university corporation bond issued in AY2022, was repaid from fixed deposits.

【Cash flow from financing activities】

Income from long-term loans

Decreased in association with the borrowing plan for renovation of the university hospital's Building B.

Outline of cash flow in AY2023

Cash flow from operating activities: 7,857 million yen

Income and expenditure concerning the university's operating activities as a national university corporation; specifically, education, research, and medical activities. The university generated funds worth about 7.9 billion yen through operating activities.

Cash flow from investing activities: ▲ 12,965 million yen

Income and expenditure concerning investing activities aimed at reinforcing the operating foundations for the future. The university recorded a deficit of about 13 billion yen through acquisition of fixed assets and securities, and proactive capital investment and fund management.

Cash flow from financing activities: ▲ 967 million yen

Income and expenditure concerning raising and repayment of funds. The university recorded a deficit of about one billion yen through steady repayment of lease liabilities and loans while systematically borrowing funds.

Financial conditions according to cash flow

+

(An increase in cash)

—

(A decrease in cash)

—

(A decrease in cash)

Financial conditions according to cash flow

Operating	Investing	Financing	Type	Financial conditions
+	+	+	Stable	While operating activities are profitable, funds are raised through the sale of assets and loans.
+	+	—	Improving	Funds obtained through operating activities and sale of assets are utilized to repay loans.
+	—	+	Proactive	Funds obtained through operating activities and loans are utilized to make proactive capital investments.
+	—	—	Healthy	Profits generated through operating activities are utilized to make capital investments and repay loans.
—	+	+	At risk	Deficits from operating activities are covered through the sale of assets and loans.
—	+	—	Some caution needed	Operating activities are running deficits while loans are repaid through the sale of assets.
—	—	+	Aggressive	Operating activities are running deficits while loans are utilized to make capital investments.
—	—	—	Business planning	Operating activities are running deficits while capital investments are made and loans are repaid.

The university's cash flow in AY2023 falls in this type.

Revision of the Accounting Standards for National University Corporations

Abolition of “contra-accounts for assets” (AY2022)

Accounting aimed at “balancing profit and loss” was reconsidered, and “contra-accounts for assets,” an accounting process peculiar to national university corporations, was abolished (except for organizational subsidies, etc.). In terms of operational grants and tuition fees and donations, which are included in non-subsidy revenue, the university is regarded as responding to the mandate bestowed by the fund providers when using the above funds to acquire depreciable assets. Operational grant liabilities and other financial sources for the acquisition of depreciable assets are collectively monetized at the time of acquiring the assets.

Consequently, we can now provide financial information that is more in line with standard business accounting practices.

Up to AY2021

[Balance sheet]

Assets	Liabilities
(Buildings 60)	(Contra-accounts for assets 60)
	Net Assets

[Profit and loss statement]

	1st year	2nd year	3rd year
Expenses (Depreciation expenses)	20	20	20
Income (Reversal of per contra liabilities)	20	20	20
Profit	0	0	0

Profit and loss balanced each academic year

From AY2022 on

[Balance sheet]

Assets	Liabilities
(Buildings 60)	(Net Profit 60)
	Net Assets

[Profit and loss statement]

	1st year	2nd year	3rd year
Expenses (Depreciation expenses)	20	20	20
Income ([Example] Operational grants income)	60	0	0
Profit	40	▲ 20	▲ 20

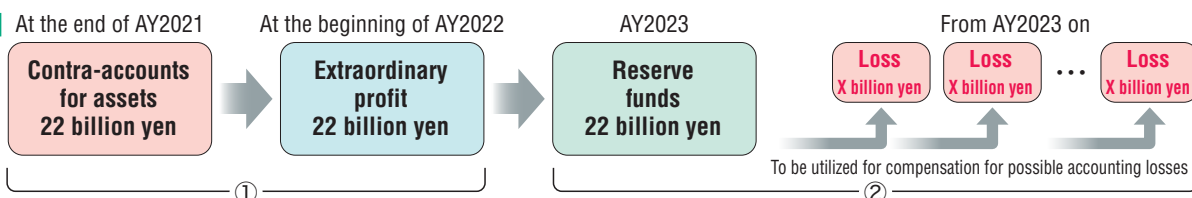
Profit and loss not balanced each academic year

Financial sources are not transferred to “contra-accounts for assets” and are fully monetized at the time of acquisition of fixed assets.

Recording of “contra-accounts for assets” as “extraordinary profit” (AY2022)

- ① “Contra-accounts for assets” at the end of AY2021 were fully monetized at the beginning of AY2022 and were recorded as extraordinary profit (exceptional accounting treatment adopted only for AY2022).
- ② The above extraordinary profit is an accounting profit that is not backed by cash according to depreciation expenses and is to be utilized for compensation for possible accounting losses that may arise in AY2023 and later academic years after approval by the Minister of Education, Culture, Sports, Science and Technology in AY2023 as “reserve funds” in the following academic year.

[Example]



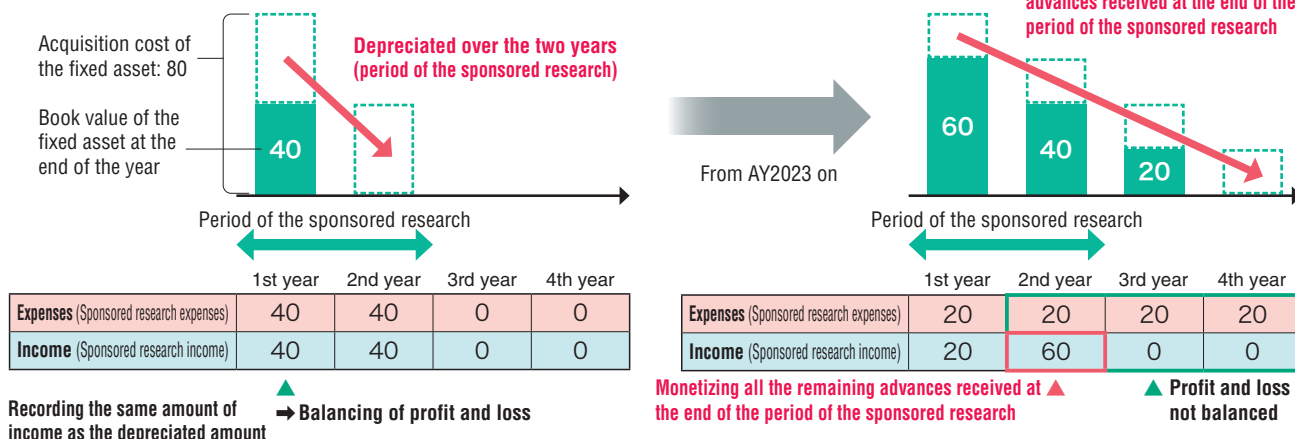
Revision of the useful lives of fixed assets for sponsored research expenses etc. (AY2023)

The useful lives of fixed assets for sponsored research, sponsored operations, and joint research have been changed from the periods of research to the statutory useful lives.

- Until AY2022: Depreciated over the periods of sponsored research
- From AY2023 on: Depreciated over the statutory useful lives, irrespective of the periods of sponsored research

[Example] Implementing a two-year sponsored research project (1st year to 2nd year).

Purchasing equipment with a statutory useful life of four years (80) at the beginning of the first year.



Financial Conditions of the University of Tsukuba

Financial Conditions

National university corporations are expected to play core roles in Japan's creation of innovations while competing with leading universities around the world by promoting world-class education and research.

To make sure that national universities are able to meet social demand, it is important for them to establish a stable financial base. With the goal of strengthening its financial base through diversification of internal financial resources, the University of Tsukuba has promoted the diversification of financial resources for the Fourth Mid-term Goals Period, through effective utilization of various internal assets, returns from society resulting from the creation of social value, donations, etc., while at the same time further strengthening the acquisition of external funds.

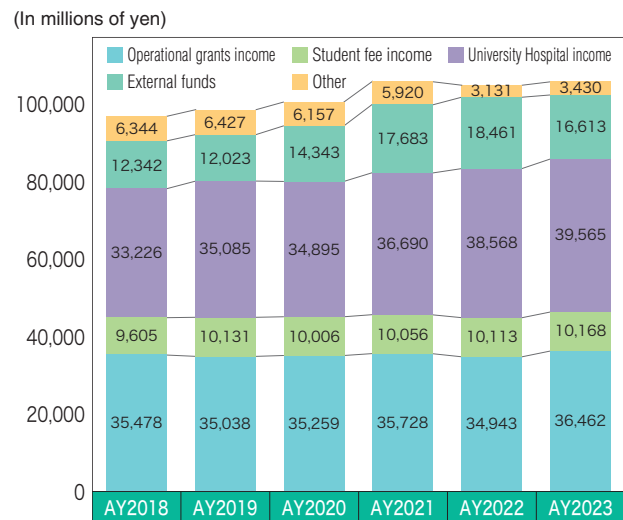
The figures and tables below show how the university's ordinary income and ordinary expenses changed during the past six years. Both the ordinary income and ordinary expenses increased as a result of acquisition of external funds and expansion of business associated with strengthening of the medical treatment functions of the University Hospital and other changes.

Ordinary Income

(In millions of yen)

Resource Classification	AY2018	AY2019	AY2020	AY2021	AY2022	AY2023
Operational grants income	35,478	35,038	35,259	35,728	34,943	36,462
Student fee income	9,605	10,131	10,006	10,056	10,113	10,168
University hospital income	33,226	35,085	34,895	36,690	38,568	39,565
External funds	12,342	12,023	14,343	17,683	18,461	16,613
Sponsored research income	4,695	4,111	3,714	6,709	5,842	6,048
Joint research income	1,587	1,927	1,982	1,787	2,041	1,957
Sponsored operations income	1,320	1,194	919	944	1,170	1,182
Subsidy income	2,244	2,106	5,102	5,842	6,013	3,668
Donation income	2,496	2,685	2,626	2,401	3,395	3,758
Other*	6,344	6,427	6,157	5,920	3,131	3,430
Total	96,995	98,704	100,660	106,076	105,216	106,237

* Other: Facility expense grants income, reversal of per contra liabilities for property acquisition, financial income and miscellaneous income



Interannual variability trends: The operational grants income remained roughly flat while ordinary income as a whole was on the increase as the university hospital income increased due to a greater level of sophistication of the functions of the hospital, and the sponsored research income, joint research income, and donation income rose as a result of acquisition of external funds.

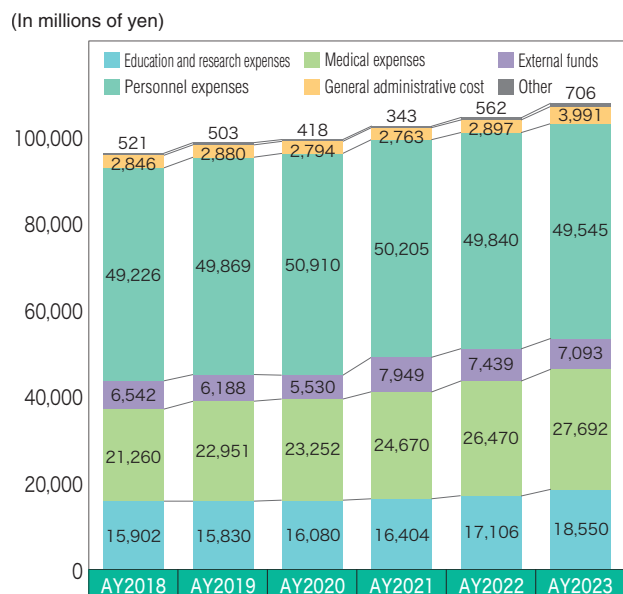
Ordinary Expenses

(In millions of yen)

Resource Classification	AY2018	AY2019	AY2020	AY2021	AY2022	AY2023
Education and research expenses	15,902	15,830	16,080	16,404	17,106	18,550
Education expenses	6,833	6,985	7,256	7,171	8,119	8,410
Research expenses	6,756	6,572	6,711	7,019	6,779	7,809
Education and research support expenses	2,313	2,273	2,113	2,214	2,208	2,331
Medical expenses	21,260	22,951	23,252	24,670	26,470	27,692
External funds	6,542	6,188	5,530	7,949	7,439	7,093
Sponsored research expenses	3,951	3,413	2,982	5,572	4,652	4,525
Joint research expenses	1,391	1,682	1,701	1,514	1,705	1,497
Sponsored operations expenses	1,200	1,093	847	863	1,082	1,071
Personnel expenses	49,226	49,869	50,910	50,205	49,840	49,545
General administrative cost	2,846	2,880	2,794	2,763	2,897	3,991
Other*2	521	503	418	343	562	706
Total	96,297	98,221	98,984	102,335	104,313	107,577

*1 Subsidy and donation expenses are included in educational expenses, research expenses, personnel expenses, etc.

*2 Other: Financial cost and miscellaneous loss



Interannual variability trends: The operational grants income increased in association with efforts to assure the quality of education and improve the environment for education and research, while ordinary income as a whole was on the increase as the university hospital income increased due to a greater level of sophistication of the functions of the hospital and the sponsored research income and joint research income rose as a result of acquisition of external funds.

Costs and Financial Resources Concerning Education and Research

Education and research activities are covered by the education expenses and research expenses shown in the financial statement as well as by education and research support expenses used to support and manage all education and research at the university, general administrative costs, personnel expenses for faculty and staff working in education and research, and other expenses.

The education-related expenses and research-related expenses below show the extent to which funds are spent on our university's education and research, respectively.

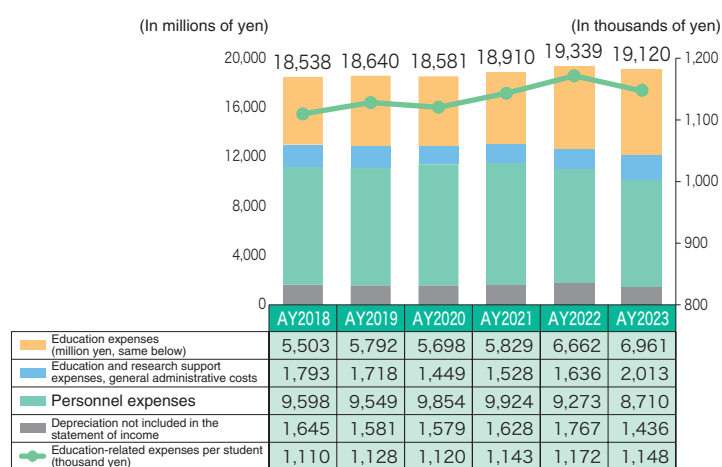
Costs Related to Education [Education-related Expenses]

Education-related expenses in AY2023 were approximately 19.1 billion yen (excluding the University Hospital segment and affiliated school segment), working out to roughly 1.15 million yen per student.

As the annual tuition fee per student is about 530,000 yen, the university is investing more into education-related expenses than it is receiving in annual tuition fees to develop people to play a role on the global stage.

These expenses are covered by various sources of revenue, primarily operational grants and student fee income.

Breakdown of Expenses



Breakdown of Financial Resources

(In millions of yen)

Resource Classification	AY2018	AY2019	AY2020	AY2021	AY2022	AY2023
Operational grants*1	15,331	15,230	15,028	15,380	15,039	15,029
External funds	1,320	1,401	1,478	1,743	2,251	2,252
Donations	401	466	733	421	448	337
Subsidies	919	935	745	1,322	1,803	1,915
Facility maintenance expenses	1,020	1,220	1,255	839	954	887
Other*2	867	788	819	948	1,094	953
Total	18,538	18,640	18,581	18,910	19,339	19,120

*1 Operational grants: Operational grants, student fee income, miscellaneous income, etc.

*2 Other: Donations in kind, borrowings, appropriated surplus, etc.

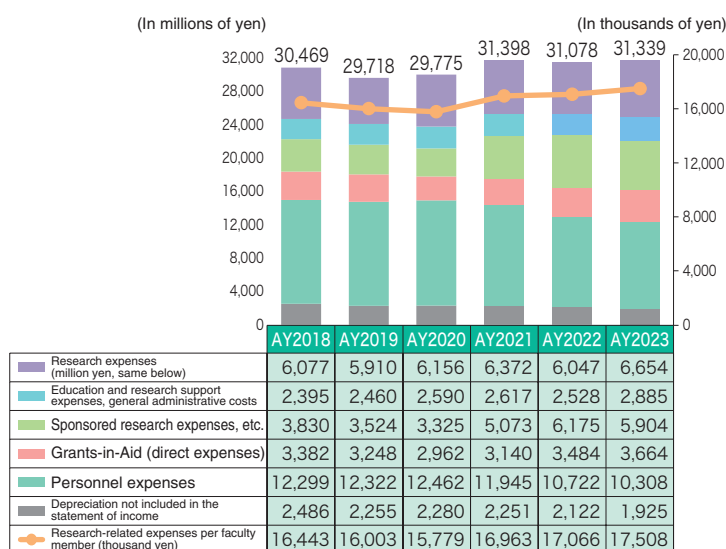
Costs Related to Research [Research-related Expenses]

Research-related expenses in AY2023 were approximately 31.3 billion yen (excluding the University Hospital segment and affiliated school segment), working out to roughly 17.51 million yen per faculty member.

To further invigorate research activities of the university, we have been seeking to attract large-scale competitive research funding and research funds from private companies for joint research and sponsored research expenses, among others.

These research-related expenses were covered by various sources of revenue, primarily operational grants and external funds.

Breakdown of Expenses



Breakdown of Financial Resources

(In millions of yen)

Resource Classification	AY2018	AY2019	AY2020	AY2021	AY2022	AY2023
Operational grants*1	14,703	14,828	15,450	15,037	15,236	15,320
External funds	13,160	12,538	11,745	13,672	13,345	13,562
Donations	983	965	799	814	884	865
Sponsored research expenses, etc.	5,184	4,923	4,518	6,254	6,175	5,879
Subsidies	1,371	995	1,142	828	550	523
Grants-in-Aid for Scientific Research	3,773	3,678	3,404	3,589	3,924	4,118
Indirect expenses	1,850	1,976	1,882	2,186	1,811	2,176
Facility maintenance expenses	1,346	1,327	1,574	1,522	1,140	1,346
Other*2	1,261	1,025	1,006	1,167	1,356	1,111
Total	30,469	29,718	29,775	31,398	31,078	31,339

*1 Operational grants: Operational grants, student fee income, miscellaneous income, etc.

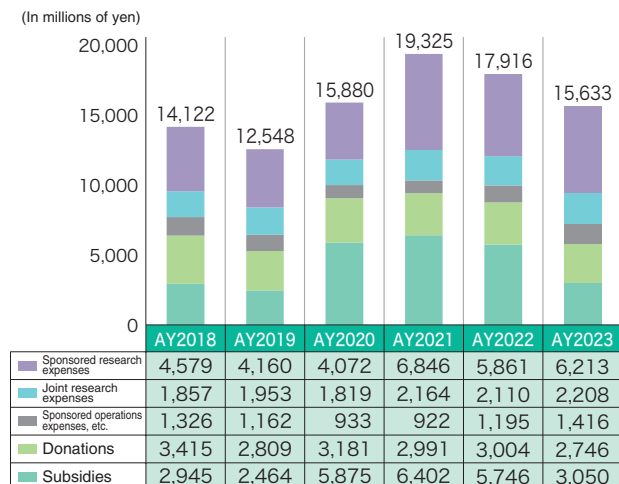
*2 Other: Donations in kind, borrowings, appropriated surplus, etc.

Amounts of External Funds Received and Financial Indicators

Amounts of External Funds Received

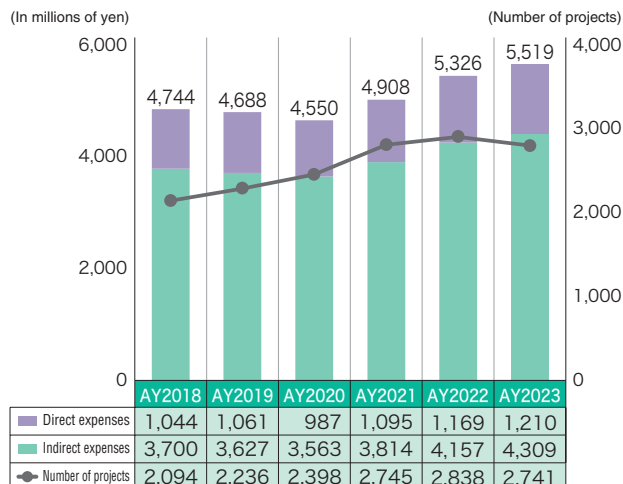
We seek to obtain operational grants and other external funds from private companies, national and local governments, and others to further invigorate our education and research activities.

Sponsored research expenses, Joint research expenses, Sponsored operations expenses, etc., Donations, Subsidies



Although AY2023 saw significant year-on-year decreases due to a reduction in the amount of subsidies the university received in relation to COVID-19, the amounts of sponsored research expenses, joint research expenses, and sponsored operations expenses, etc. are on the increase.

Grants-in-Aid for Scientific Research



The amount of funds received by the university has been on the rise as a result of its strategic support for acquisition of Grants-in-Aid for Scientific Research. The largest factor contributing to the rise in AY2023 was an increase in the funds received in the categories of "Grant-in-Aid for Transformative Research Areas" and "Grant-in-Aid for Scientific Research (S)."

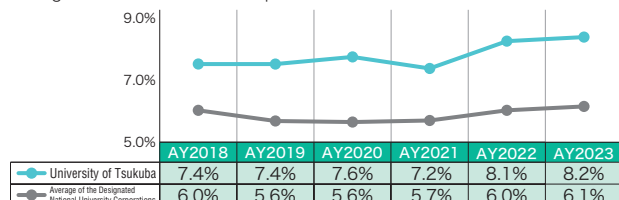
Financial Indicators

We consult financial statements and other information published by other Designated National University Corporations (Tohoku University, University of Tokyo, Tokyo Medical and Dental University, Tokyo Institute of Technology, Hitotsubashi University, Tokai National Higher Education and Research System Nagoya University*, Kyoto University, Osaka University, and Kyushu University) to identify our financial and operating conditions. Setting financial indicators and accordingly comparing changes allows us to objectively examine our strengths, weaknesses, positions, etc., so they can help us in management improvements and operational reforms.

*Compared against the Tokai National Higher Education and Research System for financial information

Ratio of education expenses to operating expenses

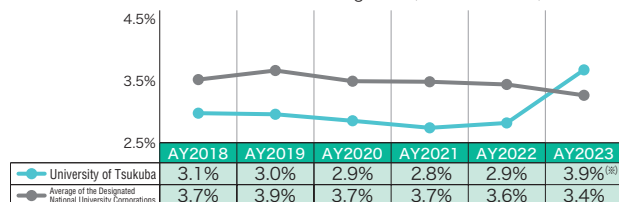
Higher values mean more expenses used in educational activities.



[Formula] Education expenses / Operating expenses

General administrative expense ratio

Lower values mean more efficient management, administration, etc.

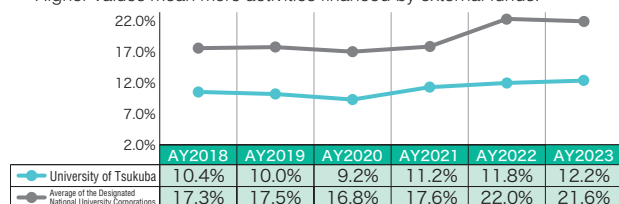


[Formula] General administrative expenses / Operating expenses

(*) An increase resulting from the development of the site for the university bond project

External fund ratio

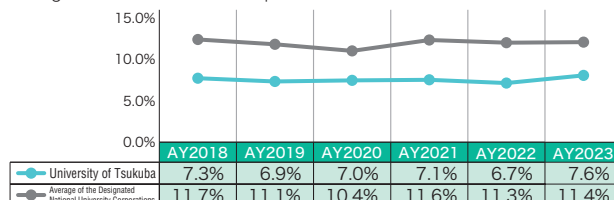
Higher values mean more activities financed by external funds.



[Formula] (Sponsored research income + Joint research income + Sponsored operations income + Donation income) / Ordinary income

Ratio of research expenses to operating expenses

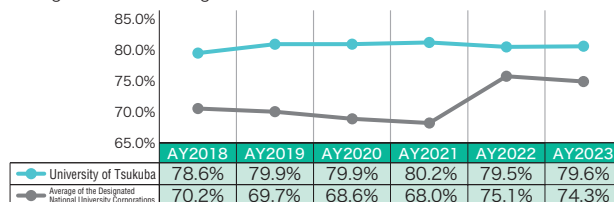
Higher values mean more expenses used in research activities.



[Formula] Research expenses / Operating expenses

Equity ratio

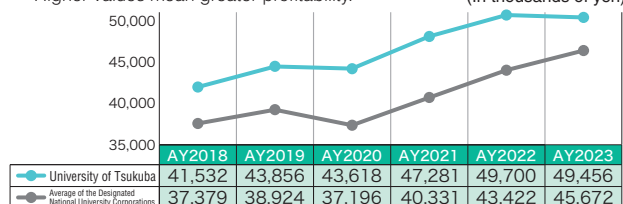
Higher values mean greater financial health.



[Formula] Net assets / (Liabilities + Net assets)

University Hospital income per hospital bed

Higher values mean greater profitability.



[Formula] University Hospital income / No. of beds

Financial Conditions of the University Hospital

B/S: Balance Sheet

《Characteristics of the hospital》

The main factors contributing to the decrease in assets were an increase in the amount of accumulated depreciation of fixed assets (total amount of expenses that have been booked as depreciation in the past), such as “buildings” and “tools, furniture and fixtures,” and a decrease in accounts receivable, resulting mainly from the discontinuation of subsidies (for the project to secure beds for COVID-19 patients). The main factors contributing to the decrease in liabilities were reductions in PFI liabilities (for the University Hospital Redevelopment Project) and accounts payable as a result of systematic fund management and other efforts, while the borrowings increased for renovation of the university hospital's Building B. The main factor contributing to the decrease in net assets was a decline in retained earnings resulting mainly from execution of reserve funds carried forward from the previous Mid-term Plan Period (appropriated surplus).



(In millions of yen)

Item	AY2022	AY2023	Change	Item	AY2022	AY2023	Change
Assets	51,304	48,168	▲ 3,136	Liabilities	37,464	37,133	▲ 331
(Main Items)				(Main Items)			
Land	7,180	7,180	—	Operational grants liabilities	19	38	19
Buildings	15,844	14,768	▲ 1,076	Borrowings	9,389	12,356	2,967
Tools, furniture and fixtures	4,478	4,193	▲ 285	Reserves	1,906	2,165	259
Libraries	—	—	—	Lease liabilities	611	455	▲ 156
Construction in progress	8,808	12,229	3,421	PFI liabilities	12,933	11,842	▲ 1,091
Investment in securities	—	—	—	Subsidies for facilities received	1,173	1,509	336
Reserved assets for depreciation	—	—	—	Donation liabilities	1,219	875	▲ 344
Cash and deposits	6,027	2,332	▲ 3,695	Sponsored research/sponsored operations liabilities	736	771	35
Accounts receivable	8,599	6,999	▲ 1,600	Long-term deferred subsidies	502	381	▲ 121
Pharmaceuticals and medical materials	278	350	72	Accounts payable	8,813	6,522	▲ 2,291
				Net Assets	13,839	11,035	▲ 2,804
				(Main Items)			
				Government investment	850	850	—
				Capital surplus	8,821	9,047	226
				Retained earnings	4,168	1,138	▲ 3,030
				Reserve funds	2,384	1,800	▲ 584
				Unappropriated retained earnings (or undisposed loss) at the end of the term	1,784	▲ 662	▲ 2,446

P/L: Profit and Loss Statement

《Characteristics of the hospital》

The main factors contributing to the increase in ordinary expenses were a rise in pharmaceutical and other medical expenses resulting from the growing numbers of patients on expensive medication and highly difficult operations, and an increase in personnel expenses associated with the employment of additional medical professionals to upgrade hospital functions. The main factor contributing to the decrease in extraordinary profit was a fall in subsidy income resulting from termination of the project to secure beds for COVID-19 patients, while the university hospital income increased as a result of rises in the numbers of patients on expensive medication and highly difficult operations. The main factors contributing to the decrease in extraordinary profit were implications of the revision of the Accounting Standards for National University Corporations (abolition of per contra liabilities) in AY2022.

(In millions of yen)

Item	AY2022	AY2023	Change	Item	AY2022	AY2023	Change
Ordinary Expenses	45,344	47,810	2,466	Ordinary Income	46,372	46,304	▲ 68
(Main Items)				(Main Items)			
Education expenses	484	473	▲ 11	Operational grants income	1,959	2,685	726
Research expenses	727	1,149	422	Student fee income	—	—	—
Education and research support expenses	—	—	—	University hospital income	38,568	39,565	997
Medical expenses	26,470	27,692	1,222	Sponsored research income	840	960	120
Sponsored research expenses	644	671	27	Joint research income	269	229	▲ 40
Joint research expenses	225	186	▲ 39	Sponsored operations income	402	338	▲ 64
Sponsored operations expenses	366	303	▲ 63	Subsidy income	3,165	765	▲ 2,400
Personnel expenses	16,020	16,752	732	Donation income	994	1,471	477
General administrative costs	206	330	124	Miscellaneous income	172	290	118
Financial costs	200	246	46	Extraordinary profit	595	0	▲ 595
Extraordinary loss	2	3	1	Reversal of reserve	163	846	683
Gross income (loss)	1,784	▲ 662	▲ 2,446				

University of Tsukuba Integrated Report

The integrated report can also be viewed at the following website:

University of Tsukuba Integrated Report

<https://www.tsukuba.ac.jp/public/report/>



Relevant Detailed Information

→ Financial Information (Financial Statements, etc.)

https://www.tsukuba.ac.jp/public/misc/teikyo_22.html#zaimu



→ Mid-Term Goals and Mid-Term Plan

https://www.tsukuba.ac.jp/public/publicity_term.html



→ Tsukuba Futureship

<https://futureship.sec.tsukuba.ac.jp/>



→ Crowdfunding Business

https://readyfor.jp/lp/university_of_tsukuba/





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