

Fourth Mid-term Goals and Plans

(Period: April 1, 2022 - March 31, 2028)

March 28, 2025
University of Tsukuba

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Preamble: Fundamental goals of the Corporation

Based on its founding concepts, the University of Tsukuba will transcend all borders, lead the world in various fields of research and education, and achieve competitiveness comparable to other leading universities in the world, with a strong awareness of its role as a leader in university reform in Japan. In this unpredictable age when diverse disparities and divisions are becoming apparent, the University of Tsukuba will unflinchingly envision its own “ideal future,” and break through the stagnation and fixation of universities and society. As an engine for building a new normal and transforming society, the University of Tsukuba, together with its partners who share academic freedom, will create new academic disciplines and establish a trans-border educational model, thereby creating a social impact not only in Japan but also in the world. Through this social role, the university aims to create GLOBAL TRUST* as an academic institution, which will be the foundation for the future society, and set the following goals.

1. In an environment of global competition and co-creation, we will enhance the university's international appeal and realize a perfectly comprehensive university that plays a role in creating GLOBAL TRUST to support the new era.
2. We will create new academic disciplines that strive to solve global issues through collaboration among diverse fields, while deepening expertise in a wide range of academic disciplines related to nature and humanity, society and culture, and deliver world-class research as a center of excellence for the creation of knowledge.
3. We will accept diverse and excellent students from around the world, and establish teaching methods that are backed by a wide range of cutting-edge research results and that allow students' individuality and abilities to flourish. In this way, we will cultivate students' lifelong abilities to create the future based on their independence and social awareness, and nurture human resources who can play an active role in the world.
4. We will lead the creation of a future city that will contribute to strengthening Japan's global competitiveness by playing a central role in bringing together the collective strength of Tsukuba Science City, the largest science city in Japan, and making it a world-class experiment field.
5. Under the leadership of the president, we will establish a solid financial foundation, including diversification of financial resources based on engagement with society, in order to support sustainable growth. At the same time, we will build a vibrant management system by promoting digital transformation and human empowerment.

*GLOBAL TRUST: a relationship of trust not only between individuals or individuals and society/organizations, but also between societies, organizations, countries, etc.

I. Goals and plans for improving the quality of education and research

1. Co-creation with society

Mid-term Goal 1

Aiming to become a world-class research university, we will establish an education and research system that transcends barriers among nations, institutions, internal organizations, etc., and proactively utilizes research and educational resources from within and outside the university. We will also attract diverse and excellent researchers and students from inside and outside Japan, and nurture them to become world-class researchers. At the same time, we will flexibly create research fields that solve global issues and contribute to the creation of a future society based on specific fields in which we have strengths, and strategically enhance our international presence. Furthermore, we will make maximum use of state-of-the-art education and research facilities including data infrastructure, and, based on analysis of research trends, build a world-class education and research center with strong global appeal where intellectual assets such as international network hub functions beyond industry-academia-government are concentrated. (This goal corresponds with the 2nd general mid-term goal for national university corporations.)

Mid-term Plan

1. We will promote international brain circulation programs to attract and foster excellent researchers (including students) from Japan and abroad through the international tenure track system and the program for inviting overseas education and research units. We will also secure excellent young researchers who will be active internationally through strategic faculty appointments such as the Circulation System*. (This plan is related to the vision as a Designated National University Corporation.)

*The Circulation System is a system that allows faculty units to hire new young researchers by using additional faculty hiring points allocated by the university for a limited term, while the faculty units prepare to cover the hiring points on their own when the term ends.

Performance Indicators	<ol style="list-style-type: none">1. Number of Principal Investigators (PIs) leading overseas education and research units: four new PIs2. International Tenure Track: eight new hires3. Number of young researchers hired through strategic faculty appointments: 270 new hires (cumulative total during the fourth mid-term period)
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2. While strategizing support in the project to promote the creation of centers (i.e., the Research Circulation System) and forming an international research center, we provide support according to issues through the Academic Center, an incubator for developmental interdisciplinary research, and promote the creation of new disciplines. (This plan is related to the vision as a Designated National University Corporation.)

Performance Indicator	4. Number of Academic Centers established: three new centers
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3. In order to stimulate research fields of strength and create fusion research fields, we will advance research strategies through a deeper analysis of global trends in education and research and the research capabilities of institutions by utilizing mathematical analysis, University Research Administrators (URAs) and data engineers, based on an understanding of intellectual resources inside and outside the university.

Performance Indicators	<p>5. Conduct mapping of research resources and researchers based on Trans-Institutional Research (Trans-IR) or other methods to narrow the focus of research support.</p> <p>6. Stipulate specialist personnel as a new position in employment regulations by the end of FY2022 to clarify the roles of various specialist personnel, and establish a Professional Staff Unit (tentative name) as a university-wide system by FY2024 in order to visualize the university's human resources and fully utilize them in research strategies.</p>
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4. We will develop network hub functions that enable us to develop and stimulate interactive activities with universities, institutions and municipalities around the world by utilizing overseas offices and the Campus-in-Campus system, through which we share campus functions with overseas partner universities that we have made agreements with and realize trans-border educational and research exchanges that transcend borders and functional barriers. (This plan is related to the vision as a Designated National University Corporation.)

Performance Indicator	7. Number of partner universities with Campus-in-Campus agreements: 15 universities (cumulative total since the beginning of the initiative)
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2. Education

Mid-term Goal 2

Through the Degree Program System that offers in-depth expertise and broad education, we will foster human resources with independence, social awareness, and a wide range of culture by equipping them with the basic thinking skills of setting and exploring issues, while incorporating knowledge from other fields to broaden their perspectives. (This goal is for undergraduate education and corresponds with the 6th general mid-term goal for national university corporations.)

Mid-term Plan

5. We will introduce tutorial education that deepens specialization based on various studies in line with students' interests by establishing a guidance system utilizing tutors, supporting graduate students, etc. (This plan is related to the vision as a Designated National University Corporation.)

Performance Indicator	8. Increase the number of students going through tutorial education to 40 per grade by the end of FY2027.
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6. We will educate students to acquire the design thinking skills that enable them to create and explore issues based on their own awareness of social and academic problems, while deepening their specialization and interdisciplinary expertise, by securing internal quality assurance of undergraduate degree programs. (This plan is related to the vision as a Designated National University Corporation.)

Performance Indicator	9. Integrate various information related to teaching and learning to develop educational models, support content development, and conduct institutional research (IR) for teaching and learning to assess students' independence, level of specialization, and interdisciplinary expertise, by developing an environment where faculty and administrative offices collaborate in information management for teaching and learning.
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7. In order to cultivate students' independence and social skills, we will take advantage of not only curricular but also extra-curricular activities and student housing that is to be developed in a form intended to have educational effects and to provide opportunities and places with all students to learn, thereby enhancing their learning effectiveness.

Performance Indicators	<p>10. Increase the number of students participating in extracurricular activities including the Tsukuba Action Project (T-ACT), which supports students' independent activities, to 90% of all students by the end of FY2027.</p> <p>11. Increase the ratio of new students who reside in student housing to all new students to 80% by the end of FY2027. (This includes trial and short stays.)</p>
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Mid-term Goal 3

We will nurture human resources who can lead society including academia and industry by providing advanced, highly interdisciplinary education that will foster students' ability to carry out research on their own will as an independent researcher and cultivate a broad range of research skills through the development of deep expertise and collaboration with researchers in different fields. (This goal is for doctoral education and corresponds with the 8th general mid-term goal for national university corporations.)

Mid-term Plan

8. We will promote students' independent research activities by guaranteeing their treatment as researchers. We will also strengthen the system to promote cross-disciplinary research and education, and realize advanced, highly interdisciplinary education that involves faculty members across all faculty units and disciplines. (This plan is related to the vision as a Designated National University Corporation.)

Performance Indicators	<p>12. Research funding support for student-led research: 100 students per year</p> <p>13. Provide all doctoral students with financial support such as stipends, scholarships, TA, TF, RA, travel expenses, etc., by the end of FY2027.</p> <p>14. Formulate a concrete plan that lays out the implementation system and other related matters for advanced, highly interdisciplinary education, including the possibility of the establishment of a new university-wide interdisciplinary graduate school (tentatively named Graduate School of New Interdisciplinary Creation), and promptly put it into action.</p>
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9. In addition to promoting attractive research, we will enhance doctoral education by reviewing degree programs or by other means, and lead students to doctoral programs. At the same time, we will strengthen career development support for all doctoral students by utilizing the Bureau of Human Empowerment. (This plan is related to the vision as a Designated National University Corporation.)

Performance Indicators	<p>15. Increase the internal advancement rate to doctoral programs to 15%.</p> <p>16. Decide concrete measures to reorganize a doctoral program for training researchers in law in the Graduate School of Business Sciences, Humanities and Social Sciences by FY2024, and implement it by FY2027.</p> <p>17. Establish the Bureau of Human Empowerment in FY2022, in order to build an environment for career development support based on diversity management.</p>
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Mid-term Goal 4

We will support career development of working people by building a new educational system in a flexible manner, in response to changes in industry and local communities such as the transition to a data-driven society. In this way, we will nurture human resources such as people who are equipped with skills in mathematics, data science, and AI at the Advanced Literacy level in addition to the Literacy level; and who can revise existing knowledge and play an active role at the core of society including industry. (This goal corresponds with the 11th general mid-term goal for national university corporations.)

Mid-term Plan

10. We will develop the programs in mathematics, data science, and AI, at the Advanced Literacy and Advanced levels, and promote the development of human resources capable of solving problems by utilizing the relevant skills. In addition, in order to nurture world-class researchers and engineers, and to develop human resources with advanced information expertise based on the needs of companies, etc., we will increase the admission capacity of the College of Engineering Systems, School of Science and Engineering by 13 students, College of Information Science, School of Informatics by 10 students, and College of Media Arts, Science and Technology, School of Informatics by 8 students in AY 2025, utilizing the mechanism of Acceleration Program for Reorganization of Universities and KOSEN. Furthermore, in order to reduce the enrollment capacity of other colleges and schools by the end of the 5th Mid-Term Goals period, a specific plan for reducing the enrollment capacity will be decided by the end of AY 2027.

Performance Indicator	18. Open a new educational program for management using mathematics, data science, and AI in the graduate school for working individuals, and review the program content by FY2027 based on the implementation status.
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11. We will develop cutting-edge educational programs for middle class managers who will become top managers and carry the future of companies or other entities by driving the creation and growth of new businesses in the private or other sectors.

Performance Indicators	<p>19. Enhance the early completion program at the doctoral level, and expand degree programs that collaborate with private companies and research and development (R&D) agencies (as typified by the programs adopting the Collaborative Graduate School System) to other disciplines, in addition to the enhancement of existing such programs in life sciences and engineering fields.</p> <p>20. Formulate a concrete plan to develop the programs for human resources development in elementary and secondary education management, and in higher education management, by FY2024, and implement it by FY2027.</p>
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Mid-term Goal 5

We will cultivate human resources who have been exposed to different values and can play an active role in the world by increasing study abroad students, attracting excellent international students and networking with them after their graduation or completion, and providing international educational programs in cooperation with overseas universities. (This goal corresponds with the 12th general mid-term goal for national university corporations.)

Mid-term Plan

12. We will expand educational programs that make study abroad compulsory and financial aid programs to support study abroad students.

Performance Indicator	21. We will increase the number of students who participate in study abroad such as the Musha-shugyo program and earn credit(s) offered by either the University of Tsukuba or overseas universities to 2,000 per year by the end of FY2027. (This includes online study abroad.)
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13. We will promote the internationalization of the Admission Center and recruit excellent international students by utilizing the offices and other facilities overseas and disseminating the university's educational and research contents to the world. (This plan is related to the vision as a Designated National University Corporation.)

Performance Indicator	22. We will increase the number of foreign students (including undergraduate students, graduate students, exchange students [Tokubetsu Chokogakusei], exchange research students, credited auditors, non-degree research students [Kenkyusei], short stay program participants, etc.) to 4,500 per year by the end of FY2027. (This includes online enrollment.)
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14. We will improve English communication skills of Japanese students and Japanese communication skills of foreign students, develop academic expertise and versatility, and cultivate human resources who can play an active role in diverse societies, including academia and industry in Japan and abroad, through various short- and long-term educational programs that take advantage of the university's unique characteristics. (This plan is related to the vision as a Designated National University Corporation.)

Performance Indicators	<p>21. We will increase the number of students who participate in study abroad such as the Musha-shugyo program and earn credit(s) offered by either the University of Tsukuba or overseas universities to 2,000 per year by the end of FY2027. (This includes online study abroad.) (Restated)</p> <p>23. We will increase the percentage of degree-seeking international students taking Japanese language education courses to 25% by the end of FY2027, regardless of whether or not they have earned credits. (This includes online course-taking.)</p>
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15. We will promote networking after graduation/completion to attract human and financial support for education and research.

Performance Indicator	24. Regularly disseminate information to alumni and organize events such as homecoming day and alumni reunions (including online ones).
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16. By establishing Japan's first overseas branch campus (i.e., school-level organization), we will provide education that allow students to obtain a degree from a Japanese university, and develop a social implementation education by continuously improving the educational model through collaboration with local educational institutions, companies, etc. (This plan is related to the vision as a Designated National University Corporation.)

Performance Indicator	25. Establish a branch campus in Malaysia during the 4th mid-term period, based on various institutional systems in Japan and Malaysia with regard to the establishment of overseas branch campuses.
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3. Research

Mid-term Goal 6

As a university that continues to compete and collaborate with the world, we will sustainably strengthen basic research aimed at the search for truth, elucidation of fundamental principles, and new discoveries; and outstanding and diverse academic research driven by the motivation of individual researchers themselves. In addition, we will secure the necessary resources for academic disciplines that should be inherited and developed regardless of the changing times. (This goal corresponds with the 14th general mid-term goal for national university corporations.)

Mid-term Plan

17. We will promote excellent academic research by strengthening acquisition of competitive research grants and diversifying financial resources, while bolstering research infrastructure by utilizing open facilities, technicians, and URAs. (This plan is related to the vision as a Designated National University Corporation.)

Performance Indicators	<p>26. Increase the number of peer-reviewed papers to 3,900 per year by the end of FY2027.</p> <p>27. Increase the number of books in foreign languages to 110 per year by the end of FY2027.</p> <p>28. Clarify the roles of high-level research support staff such as URAs and technicians, establish a university-wide management system, and develop a system that appropriately reflects their skills and achievements in the treatment of such personnel by FY2024.</p>
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18. In order to inherit and develop academic disciplines, we will secure positions for young researchers through strategic faculty appointments such as the Circulation System. (This plan is related to the vision as a Designated National University Corporation.)

Performance Indicator	29. Raise the ratio of young faculty members (39 years old or younger) to tenured and tenure-track faculty members to 23% by the end of FY2027.
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Mid-term Goal 7

To contribute to the realization of a better society by solving social issues ranging from the local to the global scale, we will promote R&D efforts to put scientific theories and basic findings obtained through research into practice in the real world. To this end, we will promote needs-driven joint research between industry and academia by attracting human and financial investment that transcends barriers among industry-academia-government, aiming to generate co-creative innovations that lead to social change. (This goal corresponds with the 15th general mid-term goal for national university corporations.)

Mid-term Plan

19. In order to promote needs-driven joint research, we will establish Business to Academia (B2A) Institutes that foster basic research for the development desired by companies or other entities, and an external corporation that can meet social needs. (This plan is related to the vision as a Designated National University Corporation.)

Performance Indicators	<p>30. Establishment of B2A Institutes: five new institutes (two by FY2024, and one each year from FY2025 to FY2027, for a total of five)</p> <p>31. Increase the number of citations of academic-corporate co-authored papers to 25 per year by the end of FY2027.</p> <p>32. Establishment of an external corporation: one new company (in FY2022)</p>
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20. We will foster the creation of university spin-off ventures based on entrepreneurship education provided cooperatively by the departments in charge of education and industry-university collaboration, support the attraction of funds from Japan and abroad to the ventures, and establish an ecosystem for active education and research driven by joint research with ventures and returns to the university. (This plan is related to the vision as a Designated National University Corporation.)

Performance Indicators	<p>33. Increase the number of participants in entrepreneurship education to 350 per year by the end of FY2027.</p> <p>34. Number of venture start-ups launched from the university: 200 (cumulative total since the first university spin-off venture)</p> <p>35. Increase the amount of joint research and other relevant funds received from university spin-off ventures to 350 million yen per year by the end of FY2027.</p>
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Mid-term Goal 8

Through collaboration and joint efforts with industry and other sectors, we will diversify career paths and improve mobility, and create an environment in which young researchers, including doctoral students and postdoctoral fellows, can be active according to their own wishes and aptitudes and demonstrate their skills to the fullest in various domestic and international fields beyond the boundaries of industry, academia and government. (This goal corresponds with the 16th general mid-term goal for national university corporations.)

Mid-term Plan

21. Based on university-wide collaboration, we will establish the Bureau of Human Empowerment to support career development of young researchers, including all doctoral students and postdoctoral fellows, through pre-faculty development, matching with companies, entrepreneurship education, and business incubation support.

Performance Indicator	17. Establish the Bureau of Human Empowerment in FY2022, in order to build an environment for career development support based on diversity management. (Restated)
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4. Goals and plans for other important matters related to co-creation with society, education and research

Mid-term Goal 9

We will promote systematic collaboration with universities, research institutes, and industry in Japan and abroad and sharing initiatives such as the Joint Usage/Research and the Education-related Joint Usage that transcend the boundaries of individual universities. In this way, we will strengthen and expand our functions by upgrading our own infrastructure for education and research and by sharing and integrating human and material, and education and research resources that cannot be obtained by a single university. (This goal corresponds with the 18th general mid-term goal for national university corporations.)

Mid-term Plan

4. We will develop network hub functions that enable us to develop and stimulate interactive activities with universities, institutions and municipalities around the world by utilizing overseas offices and the Campus-in-Campus system, through which we share campus functions with overseas partner universities that we made agreements with and realize trans-border educational and research exchanges that transcend borders and functional barriers. (This plan is related to the vision as a Designated National University Corporation.) (Restated)

Performance Indicator	7. Number of partner universities with Campus-in-Campus agreements: 15 universities (cumulative total since the beginning of the initiative) (Restated)
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22. Expand joint-use facilities in addition to the existing three Joint Usage/Research Centers and the three Education-related Joint Usage Centers.

Performance Indicators	36. Approved National Joint-use Facilities: two new facilities 37. Increase the number of overseas research collaborators visiting the University of Tsukuba to 2,300 per year by the end of FY2027. (This includes online joint-use and other forms of visiting.)
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Mid-term Goal 10

With regard to the university's laboratory schools, we will lead elementary, secondary, and special needs education, and education for global human resources development locally and globally in collaboration with the university. At the same time, we will develop an inclusive education system and spread its results, thereby enhancing the experiment function of national university laboratory schools. (This goal corresponds with the 19th general mid-term goal for national university corporations.)

Mid-term Plan

23. We will create a new model of articulation between high schools and colleges by collaborating with the university to advance school education based on research.

Performance Indicator	38. Establish a system for credit-bearing concurrent enrollment by FY2027 in order to strengthen cooperation with the university. (This includes online enrollment.)
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24. We will establish a new management structure to implement inclusive education using places and methods that promote understanding of diversity and independent learning.

Performance Indicators	<p>39. Number of support cases for inclusive education: 2,800 (cumulative total during the 4th mid-term period)</p> <p>40. Establish a new management division by FY2027, consisting of the Division of Recurring General Support Services and the Division of Assessment and Planning at the Education Bureau of the Laboratory Schools.</p>
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Mid-term Goal 11

With regard to the university hospital, we will promote the social implementation of cutting-edge medical research results and contribute to the establishment of a sustainable regional medical care system by safely and stably providing high quality medical care utilizing the latest findings, and lead the medical field by utilizing AI, big data, etc. (This goal corresponds with the 20th general mid-term goal for national university corporations.)

Mid-term Plan

25. We will increase the number of medicine specialists who can contribute to regional medical care by enhancing training programs for them with the Regional Medical Education Centers as the core of the initiative, thereby contributing to the establishment of a regional medical care system.

Performance Indicator	41. Train at least 60 medicine specialists each year and dispatch them to all medical regions in the prefecture.
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26. We will form a center for ultra-advanced medical R&D, and introduce medical treatment using new technologies such as the practical application of next-generation medical treatment devices.

Performance Indicators	<p>42. Increase the number of new specified clinical research projects to 60.</p> <p>43. Realize the practical application of next-generation particle therapy equipment.</p>
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27. In a place of co-creation for social implementation of cutting-edge medical research results (such as Tsukuba International Center for Digital Biology and Research on Information Medicine [tentative name]), we will develop an R&D platform for innovative research using AI, big data, etc., by concentrating information at the Tsukuba Human Tissue Biobank Center established inside the University of Tsukuba Hospital.

Performance Indicator	44. Number of biobank specimens accumulated in relation to analysis information using cutting-edge technologies such as human whole-genome analysis: 6,000 (cumulative total during the 4th mid-term period)
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Mid-term Goal 12

With our outstanding education and research functions, the University of Tsukuba will play a leading role in mobilizing the collective strength of Tsukuba Science City and create industries and culture based on science and technology. (This is a unique goal set by the university.)

Mid-term Plan

28. As the core organization of Tsukuba Science City, we will share the resources of the Tsukuba area and promote R&D efforts that contribute to solving global issues, in collaboration with research institutes, local governments, businesses, science cities of the world, etc. (This plan is related to the vision as a Designated National University Corporation.)

Performance Indicators	45. Number of R&D Centers established to promote R&D efforts aimed at social implementation through research collaboration among industry-government-academia in disciplines with high social demands: 16 (cumulative total since the 3rd mid-term period) 46. Hold Tsukuba Conference ^{*1} and Tsukuba Global Science Week ^{*2} .
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*1 Tsukuba Conference is an international conference that aims to provide opportunities to deepen discussions on various issues in society and science and technology by bringing talented, mainly young people in industry, government and academia from around the world to Tsukuba Science City.

*2 Tsukuba Global Science Week is an international academic gathering hosted by the University of Tsukuba with the aim of building a network of researchers across borders and disciplines, sharing the world's most advanced research results, and disseminating solutions to global issues from the Tsukuba area to the world.

29. Establish an open innovation platform and a field for real-world experiments, and conduct R&D activities that contribute to the achievement of the SDGs, promotion of green recovery, and realization of the smart city concept. (This plan is related to the vision as a Designated National University Corporation.)

Performance Indicators	<p>47. Number of projects using Tsukuba Science City as a field for futuristic experiments: three projects (cumulative total since the 3rd mid-term period)</p> <p>48. Construct the IMAGINE THE FUTURE. Forum (ITF. Forum, tentative name), which will be an R&D facility to promote needs-driven joint research and real-world experiments aimed at social implementation, by the end of FY2027.</p>
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Mid-term Goal 13

In order to drive the formation of a diverse society that respects human potential and diversity regardless of gender, nationality, age, or disability, we will promote the diversification of students, researchers, staff members, etc.; continuously create new knowledge and value by building a foundation to discover, nurture, and utilize unknown potentials; and contribute to the realization of the diverse wellbeing of each and every individual. (This is a unique goal set by the university.)

Mid-term Plan

30. In order to create a mechanism for all students, researchers, and staff members to maximize their individual abilities for value creation, we will establish the Bureau of Human Empowerment based on university-wide collaboration, and create an inclusive environment where diverse students, researchers, and staff members can learn, conduct research, and work, while strengthening support for their career development.

Performance Indicators	<p>17. Establish the Bureau of Human Empowerment in FY2022, in order to build an environment for career development support based on diversity management. (Restated)</p> <p>49. Reach a gender balance of 30% among managers or assistant managers involved in organizational management (e.g., Education and Research Council, departments, etc.) by the end of FY2027.</p>
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II. Goals and plans for improvement and increased efficiency of management

Mid-term Goal 14

We will establish a strong governance system under the leadership of the president by taking measures to secure the internal control, establishing a mechanism to utilize outside knowledge in the management of the Corporation, and promoting the participation of persons with expertise from within and outside the university in the management of the Corporation. (This goal corresponds with the 20th general mid-term goal for national university corporations.)

Mid-term Plan

31. In addition to assuring effective evaluation of the president by the presidential nomination and supervisory committee, we will strengthen the auditing system by the auditors to check the president's performance of his/her duties, and establish a permanent business management cycle using the governance code and other guidelines to check the appropriateness of the Corporation's operations and business execution.

Performance Indicators	50. Clarify the items to be evaluated by the presidential nomination and supervisory committee. 51. Make necessary improvements by conducting periodic verification based on the governance code and the statement of business procedures every fiscal year. The results of the verification and improvements will be confirmed by the Vice President responsible for general affairs and will be shared across the university through the faculty and staff-only website for further improvements.
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32. In order to promote the participation of persons with expertise from within and outside the university in the management of the corporation, we will promote the discovery and development of human resources with a managerial perspective from within the university by providing various staff development opportunities such as training and staff exchange programs, and also secure highly skilled professionals from outside the university by presenting clear career plans that will make positions attractive.

Performance Indicators	<p>52. Conduct staff development programs for all ages and levels that are useful for the management of the Corporation, and develop a system that allows staff members to utilize temporary transfer opportunities aimed at learning about the national policy-making process or corporate management strategies and methods.</p> <p>53. Develop a system where highly skilled external professionals are employed for specified duties and expected outcomes, and remunerated based on the evaluation of their work.</p>
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33. We will establish the Bureau of Strategic Management Initiatives as a place where excellent human resources can exercise their talents and participate in corporate management based on IR analysis of the present and future of the Corporation. (This plan is related to the vision as a Designated National University Corporation.)

Performance Indicators	<p>54. Establish the Bureau of Strategic Management Initiatives by the end of FY2022.</p> <p>55. Propose corporate management plans based on IR analysis of the present and future of the Corporation.</p>
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Mid-term Goal 15

To enhance the facilities and equipment that serve as the foundation for maximizing the university's functions, we will fully utilize its assets to create a campus that promotes co-creation with diverse stakeholders in the community, society, and the world; a safe, secure and high-quality campus; and an environmentally friendly sustainable campus. In addition, we will strategically share and reallocate such facilities and equipment through university-wide management. (This goal corresponds with the 22nd general mid-term goal for national university corporations.)

Mid-term Plan

34. Based on the plan for lengthening infrastructure lifespan, we will steadily implement the renovation of aging education and research facilities, and complete the renovation of aging facilities that have a high priority with regard to the degree of deterioration, danger, and importance. In doing so, we will also promote CO₂ reduction by upgrading facilities and equipment that reduce the burden on the environment.

Performance Indicators	56. Area of renovated aging facilities: 33,000 m ² (cumulative total during the 4th mid-term period) 57. CO ₂ reduction: 6,000 t-CO ₂ (cumulative total during the 4th mid-term period)
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35. By taking full advantage of university-owned large areas in Tsukuba Science City and Tokyo, and also by securing diverse financial resources, we will develop Business to Academia (B2A) Institutes, ITF. Forum (tentative name), student housing, and staff housing in the Tokyo area to promote co-creation with various stakeholders in the community, society, and the world.

Performance Indicators	30. Establishment of B2A Institutes: five new institutes (two by FY2024, and one each year from FY2025 to FY2027, for a total of five) (Restated) 48. Construct the IMAGINE THE FUTURE. Forum (ITF. Forum, tentative name), which will be an R&D facility to promote needs-driven joint research and real-world experiments aimed at social implementation, by the end of FY2027. (Restated) 58. Launch new student housing (in part) developed in a form intended to have educational effects during the fiscal year 2025. 59. Upgrade aging staff housing in the Tokyo area by using private-sector funds and know-how, and put it into operation by the end of FY2027.
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36. In order to establish an environment where we can flexibly respond to occasional research needs and important university-wide issues, we will expand publicly-offered spaces and reallocate them flexibly based on regular reviewing of the utilization of land and facilities, and promote flexible use of space in each department.

Performance Indicator	60. Increase the area of space that can flexibly respond to occasional research needs and important university-wide issues by a cumulative total of 1,650 m ² during the 4th mid-term period.
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III. Goals and plans for improvement of financial standing

Mid-term Goal 16

We will diversify and stabilize our financial base by promoting the acceptance of donations, funds from industry, and other sources as well as public funds, and by promoting strategic fund management, active use of assets, capital investment that fosters the use of research results, and the issuance of university bonds under appropriate risk management. At the same time, we will optimize the allocation of resources within the university in order to maximize its functions for mission enhancement. (This goal corresponds with the 23rd general mid-term goal for national university corporations.)

Mid-term Plan

37. We will increase the acceptance of donations for endowments and joint research funds by strengthening relationships with stakeholders and promoting large-scale and institution-to-institution research collaboration, and increase investment profit by expanding investment in financial instruments with a high return on investment. At the same time, we will invest in external corporations that can respond to the needs of society, and issue university bonds by obtaining broad investment from society to further upgrade the educational and research environment of the university. (This plan is related to the vision as a Designated National University Corporation.)

Performance Indicators	61. Donations for endowments acquired: 4.4 billion yen (cumulative total since the establishment of the University of Tsukuba Endowment Funds in FY2010) 62. Acquire 3.1 billion yen/year in industry-academia joint research funds by the end of FY2027. 63. Increase the amount of investment profit to 140 million yen per year by the end of FY2027.
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38. In order to optimize the allocation of resources within the university, we will annually evaluate the goals and results of each department's educational and research activities in the process of formulating and allocating the university budget, reflect the results of these evaluations, and invest intensively in university-wide issues and priority initiatives.

Performance Indicator	64. Increase the amount of president's discretionary funds by 500 million yen to invest in university-wide issues and priority initiatives.
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IV. Goals and plans for self-examination and evaluation of the status of education, research, organization and management, and provision of information on such status

Mid-term Goal 17

We will visualize the results of self-examination and evaluation based on objective data while incorporating external opinions, and realize evidence-based corporate management using such data. At the same time, we will actively disseminate information to stakeholders, not only on management policies and plans, their progress, and the results of self-examination and evaluation, but also on the results of education and research and the contribution to social development, while gaining understanding and support for corporate management through interactive dialogue. (This goal corresponds with the 24th general mid-term goal for national university corporations.)

Mid-term Plan

39. We will promote collaboration among the university's IT infrastructure and encourage the use of IR analysis for teaching and learning led by the Office of Management for Teaching and Learning in collaboration with individual educational organizations, related centers, etc. In addition, we will improve curricula and the current admissions selection process based on the IR analysis for teaching and learning.

Performance Indicator	65. Improve curricula and the admissions selection process based on the results of IR analysis for teaching and learning.
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40. We will establish a university-wide IR system that utilizes IR analysis in various aspects such as teaching, research, finance, public relations, and marketing.

Performance Indicator	66. Establish the Integrated IR Organization (tentative name), which supports the improvement of teaching, research, finance, public relations, marketing, etc. based on IR analysis by FY2023, and launch the Integrated IR System (tentative name) in full in FY2024.
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41. Conduct interactive self-examination and evaluation of university performance including the management situation each fiscal year by utilizing IR, and enhance corporate management by proactively disseminating information and engaging in dialogue with stakeholders.

Performance Indicators	<p>67. Establish a system and framework for interactive self-examination and evaluation utilizing IR to enhance corporate management by the end of FY2022, and from FY2023 onward, conduct self-examination and evaluation of the previous year's performance and publish the results every year.</p> <p>68. Conduct dialogue and exchange opinions with stakeholders such as students, parents, and industry using the results of self-examination and evaluation, integrated reports, etc. once each year.</p>
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V. Goals and plans for other important matters related to management

Mid-term Goal 18

We will promote a digital campus by upgrading administrative functions while ensuring the continuity of overall operations through the use of digital technologies such as AI and Robotic Process Automation (RPA) and the use of Individual Number Cards, and by forming a necessary organizational management system that improves the efficiency of administrative information systems and information security. (This goal corresponds with the 25th general mid-term goal for national university corporations.)

Mid-term Plan

42. We will promote the digitization of overall operations to improve the efficiency and functions of administrative systems, while ensuring information security.

Performance Indicators	<p>69. Establish a unique threat information monitoring and detection system to ensure information security and improve constituent literacy through advance notification, guidance, and blocking of noncompliant environments.</p> <p>70. Introduce automated operations using RPA or other such tools in all administrative offices.</p>
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The Mid-term Plans VI-X (regarding budget and other plans) and Appendices 1-2 (regarding enrollment capacity, Joint Usage/Research Centers, etc.) are omitted in this English version.