国立大学法人
東京海洋大学
Tokyo University of Marine Science and Technology

Vision 2040

海洋、その先の未来へ

Beyond the Future of
Marine Science and Technology

Vision 2040 ≫ Action Plan

海洋、その先の未来へ

Beyond the Future of Marine Science and Technology

1 | 教育分野 Education

独創的かつ実学重視の教育プログラムにより、学修成果を実感できる質の高い教育を保証するとともに、国内外の多様な組織との連携によって、インクルーシブ社会を先導する異分野融合的な総合知を備えた人材を輩出する。

We, TUMSAT, will ensure a high-quality education that allows students to recognize their achievements in their studies by offering unique educational programs focused on practical learning. Also, we will collaborate with diverse organizations in Japan and overseas to produce leaders of an inclusive society equipped with interdisciplinary and all-encompassing knowledge.

2 | 研究分野 Research

自然と調和した持続可能な社会の実現に向けて、海洋関連産業との緊密な協働により、先進科学技術を駆使したイノベーションを創出するとともに、その社会実装を推進するための研究を行う。

To achieve a sustainable society in harmony with nature, TUMSAT will collaborate closely with marine-related industries to generate innovations based on leading-edge science and technologies, and conduct research to facilitate their social implementation.

3 | 国際化分野 Internationalization

地球規模の教育・研究ネットワークを構築し、国内外のステークホルダーとの共創に適した環境を整備し、知と人材の集積拠点を実現する。

TUMSAT will build educational and research networks across the globe to create an environment suitable for undertaking joint creation with stakeholders in Japan and overseas to serve as an epicenter of knowledge and human resources.

4 | 社会・地域連携分野 Social and Community Partnership

Society 5.0の実現と知識集約型社会への移行を踏まえ、国内外の地域共創拠点の醸成を主導し、社会変革や海洋産業の発展に貢献する。

Considering the realization of Society 5.0 and the shift to a knowledge-intensive society, TUMSAT will play a leading role in fostering local centers for joint creation in Japan and overseas to contribute to social reform and the development of marine industries.

5 | 管理運営分野 Management and Operations

高度なユニバーシティ・ガバナンス体制を確立し、法人経営のための人材育成を計画的に行う。また、様々な財源を確保し、大学が持続的に成長する経営モデルを確立する。教職員については多彩な人材を登用し、適切な育成と業績評価によって、各人が自らの能力を存分に発揮できる職場環境を実現する。

TUMSAT will establish an advanced university governance system and systematically develop the human resources required for corporate management. In addition, we will secure diverse financial resources and establish a management model that enables the university to grow sustainably. Furthermore, we will recruit a wide variety of faculty and staff members, and achieve a workplace environment where each individual can perform to the fullest of their abilities through appropriate development and performance assessment.

東京海洋大学ビジョン2040 ―海洋、その先の未来へ― について

はじめに

国内唯一の海洋系大学である東京海洋大学は、実学重視の特色ある教育・研究によって、明日の海洋分野を担う人材を育成しています。2015年10月、国立大学法人としての第3期中期目標期間を迎えるにあたり、本学の目指す方向性を定める「ビジョン2027－海洋の未来を拓くために－」を策定しました。その後、持続可能な開発目標（SDGs）や第3期海洋基本計画にも対応するために、2019年に「ビジョン2027バージョン2」を公表するとともに、その着実な実施のために具体的な実行計画（アクションプラン）を策定し、教職員が一致団結して大学改革を進めてきました。

一方で、地球温暖化や新型コロナウイルス感染症が国際社会に深刻な影響を与え、我が国においては少子高齢化に関する2040年問題も重くのしかかっています。このような状況の中、本学の活動を深化・発展させることによって、2027年以降、すなわち第4期中期目標期間が終了した後の未来社会において、本学がどのように貢献していくのか、今一度考える必要がありました。

そこで、2040年という誰もが想像し難い未来に向けて、本学の進むべき方向性を「ビジョン2040」として取りまとめ、そのアクションプランを学長直轄の経営企画室において策定しました。具体化するにあたっては、敢えて長期の課題と喫緊の課題の両方を取り上げているため、完了時期が異なるものが混在しています。各年度の実施内容については別途ロードマップを作成し、全学委員会等において進捗管理を行います。さらに、目まぐるしく変化する近年の社会状況を考慮すると、それぞれのプラン達成状況を常に評価するとともに、その結果に基づいて随時ビジョンの見直しを行うことも必要と考えています。

東京海洋大学は、学生、教職員、卒業生をはじめ、関連産業および地域の方々をステークホルダーと位置付けています。この「ビジョン2040」とアクションプランは、本学のステークホルダーだけにとどまらず、本学に関心を寄せていただくすべての方々と共有すべきものと認識しています。引き続き、皆様の忌憚のないご意見をいただければ幸いです。
（2022年12月）

東京海洋大学長
井関 俊夫

Tokyo University of Marine Science and Technology Vision 2040
—Beyond the Future of Marine Science and Technology

Introduction

Tokyo University of Marine Science and Technology (TUMSAT), the only Japanese university specializing in ocean studies, develops human resources that will sustain the future of marine science and technology by providing education that is characterized by its focus on practical learning and research activities. In October 2015, upon starting the third mid-term target period as a National University Corporation, TUMSAT formulated its Vision 2027—Seeking New Frontiers in Marine Science and Technology to set out our future heading. Subsequently, in 2019, we formulated our Vision 2027 version 2 to also incorporate our commitment to the Sustainable Development Goals (SDGs) and the Third Basic Plan on Ocean Policy. A concrete action plan was also prepared to firmly implement the vision, and our faculty and staff members have been making unified efforts to push the university reform forward.

Meanwhile, global warming and the COVID-19 pandemic have been exerting a serious impact on the international community. In addition, Japan faces the grave "2040 issue" stemming from its low birth rate and aging population. Under such circumstances, we needed to reconsider how TUMSAT should contribute to the future of the world after 2027, namely, after the completion of the fourth mid-term target period, by way of deepening and developing our activities.

Hence, we have summarized the direction in which we ought to be advancing toward 2040, a future that nobody can predict with ease, in the form of our Vision 2040, and the Administrative Planning Office, which reports directly to the President, has created its action plan. In our effort to embody the vision, we have included both long-term and more pressing issues, which are scheduled to be resolved at different times. Based on the action plan, the annual roadmap will be created separately, and its progress will be managed by relevant committees and other bodies across the university. Furthermore, when considering fast-changing social situations, we will also need to constantly assess our progress in the respective action plans, and revise our vision accordingly.

TUMSAT considers its students, faculty and staff members, alumni, and members of related industries and local communities to be its stakeholders. But we believe our Vision 2040 and its action plan should be shared with not only our stakeholders, but also with all who are interested in TUMSAT. As always, we would be delighted to receive your frank views.
December 2022

ISEKI Toshio
President, Tokyo University of Marine Science and Technology

アクションプラン概要

2027 >>>>>>>>>>>>>> 2040

1 教育分野

独創的かつ実学重視の教育プログラムにより、
学修成果を実感できる質の高い教育を保証するとともに、国内外の多様な組織との連携によって、
インクルーシブ社会を先導する異分野融合的な総合知を備えた人材を輩出する。

Ⅰ 国際的な基準と同等性のある 質の高い教育

1　国際的な教育の質保証基準に準拠した教育課程の実現（アウトカムズを重視した教育課程の構築と展開）

2　学生が自発的に学修課題を設定し、身につけたいことを学べる多様な学修機会の確保

3　時間と場所の制約を受けにくい教育研究環境（デジタルキャンパス）の実現

4　ビッグデータ、人工知能などを活用して、新たな価値を創造できるグローバル人材育成のための教育の実現

5　少子高齢化をはじめ様々な社会の変化に対応した我が国の持続的発展を支える人材育成のための教育の実現

Ⅱ 世界をリードする 独創的な教育プログラム

1　海外大学との相互科目提供を含め、英語による学修機会の確保を推進し留学生と日本人学生が協働して学ぶ教育プログラムの構築

2　本学特有の教育資源（練習船、水圏科学フィールド教育研究センター等の附属施設）を活用した実学重視の魅力的な教育プログラムの構築

3　教員の教育力強化に努め、アクティブラーニングの拡充や複数教員によるチーム・ティーチングの実施など教育効果の高い教育方法の積極的な導入

実験風景
Experiments

Ⅲ 国内外の海洋関連機関との連携

1　学内外の教育資源を活用し、社会実装を意識した人材育成のための企業等との連携推進

2　外国の大学・研究機関等との学生交流・単位互換・共同学位プログラム、MOOCと実渡航（海外インターンシップ）を併用した教育プログラムの開発と連携推進

3　行政面でのリーダーの輩出等に向けたキャリア・修学支援

4　グローバルな課題に挑戦し、異文化の中でも優れたリーダーシップを発揮できる人材育成のための連携推進

研究発表の様子
Research Presentations

Ⅳ 多様な学生の受け入れと 学修機会の確保

1　大学の人材養成の目標を踏まえ、将来の社会を支える多様な学生（女子学生、留学生、社会人学生等）を受け入れるための入試広報、入学者選抜の更なる推進

2　受け入れた多様な学生が将来の社会で活躍するためのニーズに応じた体系的な教育、学修機会の提供の促進

3　教職員が一体となって学生が充実した学修を実施できる体制の整備

1 Education

We, TUMSAT, will ensure a high-quality education that allows students to recognize their achievements in their studies by offering unique educational programs focused on practical learning. Also, we will collaborate with diverse organizations in Japan and overseas to produce leaders of an inclusive society equipped with interdisciplinary and all-encompassing knowledge.

Ⅰ Offer education of a quality equivalent to international standards

1　Achieve a curriculum that meets international standards for ensuring the quality of education. (Establish and implement a curriculum that places value on outcomes)

2　Secure diverse learning opportunities where students can voluntarily set their learning tasks and learn what they wish to acquire.

3　Achieve an education and research environment (digital campus) less subject to time/location constraints.

4　Utilize big data and AI to provide education for developing future workers with a global mindset capable of creating new value.

5　Provide education to develop human resources to support Japan's sustainable development in ways that address various social changes, including the low birth rate and population aging.

Ⅱ Establish world-leading original educational programs

1　Increase opportunities to study in an English-language environment and establish educational programs where international and Japanese students undertake collaborative study, including through partnerships with overseas universities to offer each other's courses.

2　Establish appealing educational programs focused on practical learning by capitalizing on TUMSAT's unique educational resources (training and research vessels, affiliated facilities including the Field Science Center).

3　Strive to strengthen the teaching capabilities of faculty members, enhance active learning, and proactively introduce highly effective education methods such as team teaching.

短艇実習の様子
Boat Handling

演習風景
Exercises

Ⅲ Collaborate with marine-related institutions in Japan and overseas

1　With a view to social implementation, harness the educational resources available within and outside TUMSAT to promote collaboration with corporations to develop human resources.

2　Promote student exchanges, credit transfer systems, joint degree programs with overseas universities and research institutions, and develop and promote collaboration on educational programs that incorporate massive open online courses (MOOC) and in-person overseas travel (overseas internships).

3　Support career development and study to produce leaders in government administration.

4　Promote collaboration to develop human resources with the ability to take on global challenges and demonstrate outstanding leadership in different cultural environments.

Ⅳ Host diverse students and secure learning opportunities

1　In light of the objective of TUMSAT's human resources development, further publicize our entrance examination and refine the applicant selection process to admit diverse students, including female, international, and adult students, who will sustain the future society.

2　Promote systematic education and increase learning opportunities to meet the needs of diverse students and help them fulfill their potential in their future service to society.

3　Develop systems that enable faculty and staff members to unify their efforts and offer an extensive study experience to students.

2 研究分野

自然と調和した持続可能な社会の実現に向けて、海洋関連産業との緊密な協働により、
先進科学技術を駆使したイノベーションを創出するとともに、その社会実装を推進するための研究を行う。

Ⅰ 将来を見据えた中核的研究の推進と 国際レベルの競争力強化及び 研究成果の社会実装の実現

1 将来社会像からバックキャストした海洋科学技術の達成目標策定及び関連産業のイノベーション創出につながる学際的研究の推進

2 国際レベルでの研究力強化・共同研究充実のための外国人研究者受入やネットワーク構築の促進及びシンポジウム・セミナー等の研究交流の加速

3 研究シーズの積極展開や起業家の育成等を含む研究成果の社会実装の促進

4 水圏科学フィールド教育研究センター・練習船・共同利用機器等の施設を利用した国内・国際共同研究及び受託事業等による協働の取り組み強化

練習船 海鷹丸（うみたかまる）
Umitaka-maru, Training and research vessels

寄主稚魚への生殖細胞移植
Germ cell transplantation in parasitic juvenile fish

Ⅱ イノベーティブな研究を 推進していくための人材育成

1 将来の世界人口構成の変遷と国際的な社会・産業構造の変化を見据えた高度海洋イノベーション人材の育成

2 クロスアポイントメントや企業・研究所等との研究者交流の活性化及び海外などの多様な研究環境での研究支援による若手研究者の育成

3 意欲ある若手研究者への研究支援の充実及び経験豊富なメンター等の配置による研究推進能力の向上

4 博士課程学生への多様な研究環境とキャリアパスの提供

水圏科学フィールド教育研究センター 館山ステーション
Tateyama Station, Field Science Center

Ⅲ 組織的な研究支援体制及び制度の充実

1 地球規模の課題や新技術・新産業創出の核となる研究課題等の戦略的研究課題選定及びURA体制整備などの支援と成果情報発信の強化

2 学際的研究を支援するため、IR（Institutional Research）機能の強化による、学内の研究課題把握、研究内容・研究成果の統合的な整理・評定と、それに基づく研究者等へのインセンティブの付与

3 独創的研究領域の開拓とイノベーション創出を推進するため、組織的な外部資金の獲得及び産業界等とのネットワーク拡張
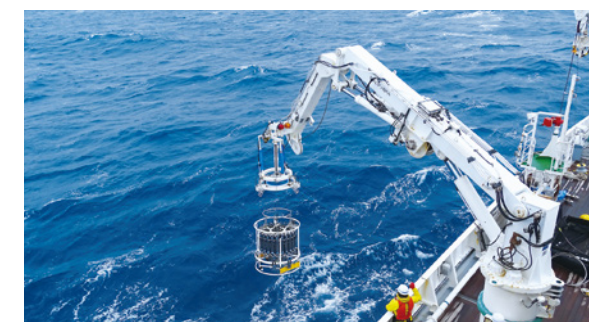
2 Research

To achieve a sustainable society in harmony with nature, TUMSAT will collaborate closely with marine-related industries to generate innovations based on leading-edge science and technologies, and conduct research to facilitate their social implementation.

Ⅰ Promote core research with an eye to the future, strengthen competitiveness on an international level, and achieve the social implementation of research results

1 Set targets for marine science and technology using the backcasting approach based on our future vision of society, and promote interdisciplinary research that leads to innovations in related industries.

2 Host more researchers from overseas, build networks to strengthen research capabilities, expand joint research on an international level, and accelerate research exchange through symposiums, seminars, etc.

3 Promote the social implementation of research results by taking proactive steps to develop research seeds and fostering entrepreneurs, among other measures.

4 Strengthen collaboration through domestic and international joint research and commissioned projects by capitalizing on our facilities, such as the Field Science Center, training and research vessels, and shared equipment.

先端ナビゲートシステム
Advanced Navigation System

Ⅱ Develop human resources required to promote innovative research

1 Develop human resources for achieving high-level marine-related innovations in view of future changes in the composition of the world population and changes in social and industrial structures worldwide.

2 Actively implement cross-appointments and exchanges with researchers at corporations and institutions, and develop young researchers by supporting their research in diverse research environments, including overseas.

3 Expand research support to aspiring young researchers and assign highly experienced mentors to enhance their abilities to advance research.

4 Provide doctoral students with diverse research environments and career paths.

令和3−7年度JST未来社会創造事業「持続可能な社会の実現」領域
日本型持続可能な次世代養殖システムの開発
JST-Mirai Program "Sustainable Society"mission area
Development of Next Generation Sustainable Aquaculture System

Ⅲ Enhance organizational structures and systems to support research

1 Provide a range of support, including the selection of strategic research projects such as global projects and substantial projects that may lead to the generation of new technologies and industries and the enhancement of the University Research Administrator (URA) system, and strengthen the dissemination of research results.

2 To support interdisciplinary research, strengthen the institutional research (IR) function to keep track of all research projects in progress within the university, organize and assess research contents and results in an integrated manner, and grant incentives to researchers based on the outcomes.

3 Systematically acquire external research funding and expand research networks with the industrial world to develop original research areas and facilitate innovation.
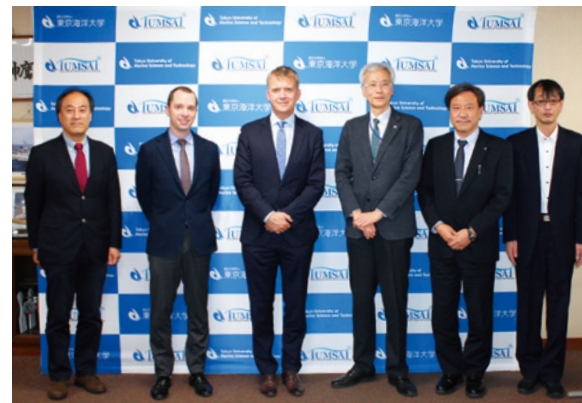

CTD観測の様子
CTD Observation

3 国際化分野

地球規模の教育・研究ネットワークを構築し、
国内外のステークホルダーとの共創に適した環境を整備し、知と人材の集積拠点を実現する。

Ⅰ 多様な留学生、海外研究者の受入れと協働の推進

1 双方向の学生交流・単位互換・共同学位プログラムを通じた海外の大学・研究機関等とのより一層の連携強化
2 地域・社会との連携の下、多様な背景を有する優秀な留学生の積極的受入に向けたソフト・ハードの両面からの学修環境の整備・構築
3 外国人留学生及び外国人研究者と本学学生・教員が国際的視野を持って共に学修・研究に取り組むことのできる環境の形成
4 留学生リクルート及び海外の大学等への情報発信の強化

駐日アイスランド特命全権大使の本学訪問
Stefán Haukur Jóhannesson, Ambassador of Iceland visits our university

OQEANOUSサマースクール 深海巡航探査機「うらしま」
Summer School in OQEANOUS Program (Deep Sea Cruising AUV URASHIMA at JAMSTEC)

Ⅱ 国際性豊かな学生を育てる教育プログラム

1 日本人学生が自らの環境に応じて選択することが可能な多様な国際交流体験プログラムの構築・推進
2 海外の大学・研究機関及び国内外の政府系研究機関・国際機関との連携に基づく研究協力・連携の推進
3 本学卒業・修了生の国・地域別ネットワーク構築と情報発信スキームの構築
4 教職協働により国際交流を促進する国際経験豊かな職員の養成と専門性の高いスタッフの確保

マリンサイエンスミュージアム(品川キャンパス)を見学するキリバス共和国議員調査団
The Republic of Kiribati Legislative Select Committee touring the Museum of Marine science (Shinagawa Campus)

3 Internationalization

TUMSAT will build educational and research networks across the globe to create an environment suitable for undertaking joint creation with stakeholders in Japan and overseas to serve as an epicenter of knowledge and human resources.

Ⅰ Admit diverse international students and researchers from overseas and promote collaboration

1 Further strengthen collaboration with overseas universities, research institutions, etc, through student exchanges, credit transfer systems, and joint degree programs.
2 By collaborating with local communities and the wider society, establish and improve structural and non-structural learning environments to increase the admission of outstanding international students from diverse backgrounds.
3 Establish an environment where international students and researchers from overseas can study and conduct research together with TUMSAT students and faculty members from a global perspective.
4 Recruit more international students and strengthen marketing activities targeting universities and other overseas institutions.

夏季外国人留学生等野外研修(清水寺見学)
Summer Field Trip for international and Japanese students (Kiyomizu Temple in Kyoto)

Ⅱ Establish educational programs for developing students with a global mindset

1 Establish and promote various international exchange programs from which Japanese students can choose according to their own background and situation.
2 Promote cooperation and collaboration on research based on partnerships with universities and research institutions overseas and government research institutions and international organizations in Japan and overseas.
3 Build country/region-based TUMSAT alumni networks and establish a framework for sharing information.
4 Enable staff to gain substantial international experience and recruit highly specialized staff to accelerate international exchange through faculty-staff collaboration.

東京海洋大学・上海海洋大学合同シンポジウム
Tokyo University of Marine Science and Technology and Shanghai Ocean University Joint Symposium

OQEANOUSサマースクール 重要文化財「明治丸」前にて
Summer School in OQEANOUS Program (Meiji-maru, designated as an Important Cultural Property by the Japanese Government at Etchujima Campus)

4 社会・地域連携分野

Society 5.0の実現と知識集約型社会への移行を踏まえ、
国内外の地域共創拠点の醸成を主導し、社会変革や海洋産業の発展に貢献する。

Ⅰ 大学の知的資産を活用し、海洋産業の振興と海洋社会の変革をけん引する基盤整備

1 SDGsの実現に向けて、沿岸地域創生に寄与し、Blue Economyとしての海洋産業の創出に貢献する地域共創基盤の構築
2 研究成果や施設設備利用に係る基盤の整備と高度化（情報発信のための体制の整備、データベース構築・活用）
3 地域産業・地域社会との連携体制の構築と情報発信機能の強化
4 海洋産業・海洋社会の振興に貢献するセミナー・公開講座等の仕組みの確立

Ⅱ 海洋分野におけるイノベーション創出機能の強化と起業プログラムの構築

1 ベンチャーや学内起業との連携強化によるさらなるイノベーションの創出
2 海洋産業の持続的発展に寄与する産学官金民の連携強化と共創機能の高度化（学外から人的・財政的投資の誘致、技術相談・共同研究・共同プロジェクトの推進）
3 知的財産・特許の積極的な活用等に基づく新たな海洋産業を創出するベンチャーや学内起業の支援プログラムの構築
4 アントレプレナーシッププログラム等の実施による、海洋社会に変革を興す国際的な起業人材の育成

Ⅲ 共同利用・共同研究の推進により、研究施設や設備の効率的な整備促進、大学の優れた資産の更なる価値向上と、国内外の地域共創拠点としての機能強化

1 ミュージアムの設備・機能の充実を図り、社会において海洋への関心を高め、海洋リテラシーを向上
2 国内外において特徴的かつ魅力的な海洋ビッグデータのデータベース拠点への発展
3 国内外の教育関係機関等による練習船の共同利用の促進
4 共同利用施設の国内外の教育機関間共同利用の促進と効率的な整備運営
5 海洋産業AIコンソーシアムの活性化と国際的展開
6 海洋ビッグデータのプラットフォームを含む活用体制の構築と支援人材の育成

小学校での食育プロジェクト
Dietary education program in elementary school

船の工作教室(海の日記念行事)
Craft ship making program for children (Marine Day event)

4 Social and Community Partnership

Considering the realization of Society 5.0 and the shift to a knowledge-intensive society, TUMSAT will play a leading role in fostering local centers for joint creation in Japan and overseas to contribute to social reform and the development of marine industries.

乗船体験の様子(海の日記念行事)
Boat ride experience (Marine Day event)

Ⅰ Harness TUMSAT's intellectual assets to establish a foundation for promoting marine industries and driving transformations in marine-related areas of society

1 Toward the goal of achieving the SDGs, contribute to the generation of coastal communities and establish a foundation for joint creation with local communities to help build marine industries as part of the blue economy.
2 Develop and enhance a foundation for managing research results and facility/equipment use. (Develop systems for disseminating information, establish and utilize database)
3 Establish partnership systems with local industries and communities, and strengthen information dissemination functions.
4 Establish a mechanism for hosting seminars and open lectures that promote marine-related industries and areas of society.

Ⅱ Strengthen the function to create innovation and establish entrepreneurship programs in the marine sector

1 Generate more innovation by strengthening collaboration with startup companies within and outside TUMSAT.
2 Strengthen collaboration among industry, academia, government, finance, and the private sector and enhance their joint creation function to contribute to the sustainable development of marine industries. (Attract human and financial investment from outside TUMSAT, promote technological consultation and collaborative research/projects)
3 Establish programs to help startup companies within and outside TUMSAT create new marine industries by capitalizing on intellectual properties and patents.
4 By implementing entrepreneurship programs and other measures, develop global human resources capable of launching new businesses that transform marine-related areas of society.

Ⅲ By promoting joint utilization/research, effectively establish research facilities and equipment, further enhance the value of TUMSAT's already excellent assets, and strengthen TUMSAT's function as the center of joint creation with local communities in Japan and overseas

1 Strive to expand the facilities and functions of our museum, raise public interest in oceans, and enhance ocean literacy.
2 Develop TUMSAT into a global and domestic database center for distinctive and appealing marine big data.
3 Encourage educational institutions and other bodies in Japan and overseas to use our training and research vessels jointly.
4 Encourage educational institutions in Japan and overseas to use our common facilities jointly and conduct effective maintenance and operation.
5 Invigorate the marine industry AI consortium and expand it overseas.
6 Establish a platform and other systems to utilize marine big data and develop human resources to support them.

明治丸見学(海の日記念行事)
Meiji-maru facility tour (Marine Day event)

5 管理運営分野

高度なユニバーシティ・ガバナンス体制を確立し、法人経営のための人材育成を計画的に行う。
また、様々な財源を確保し、大学が持続的に成長する経営モデルを確立する。教職員については多彩な人材を登用し、
適切な育成と業績評価によって、各人が自らの能力を存分に発揮できる職場環境を実現する。

Ⅰ 高度なユニバーシティ・ガバナンス体制の確立

1 国立大学法人ガバナンス・コードを踏まえ、学長のリーダーシップのもとミッションの実現に向けたガバナンス体制の強化
2 大学経営モデルの確立に必要なデータ等を収集・分析し、大学のプレゼンス向上を図るためのIR(Institutional Research)体制の強化
3 業務の整理を踏まえた、AIやICTを用いた定型業務の省力化、業務従事者の業務遂行状況の見える化の実現及び柔軟にマンパワーを振り分けられるような業務実施体制の構築
4 教育研究活動(SDGsに係るものを含む)のより積極的な広報発信の推進
5 想定される危機(災害、感染、情報セキュリティ等)の未然防止及び被害最小化を図るための危機管理体制の強化
6 BCP(事業継続計画)の一環として大学の教育研究活動を継続するためのインフラ整備の推進
7 SDGsの実現に向けたCO₂排出の削減など、環境に配慮したキャンパス整備の推進

Ⅱ 法人経営のための計画的な人材育成

1 法人経営を担い得る人材を戦略的かつ計画的に育成するための方針の策定
2 法人経営に必要な人材への成長を促すサイクルの構築

国の重要文化財「明治丸」(越中島キャンパス)
Meiji-maru, designated as an Important Cultural Property by the Japanese Government (Etchujima Campus)

Ⅲ 大学が持続的に成長する経営モデルの確立

1 戦略的かつ効果的な基金活動の積極的な推進、新たな寄附受付の方法としてのクラウドファンディングや寄附セミナーの開催などの推進
2 余裕金の運用、土地の有効活用、施設貸付などによる自己収入増加策の実施
3 長期的ビジョン等の実現に向けた学長のリーダーシップに基づく、戦略的・重点的な予算配分、教員配置及び学内スペース配分
4 今後整備する施設の有効活用により得られる収入(施設利用料、産学連携等収入、寄附金収入等)を当該施設の維持管理費や関連する教育研究環境の整備等に充てる仕組みの導入
5 土地活用事業により得られた収益等の多様な財源を活用したキャンパス整備の推進
6 キャンパスマスタープラン2022に基づく、人と人の交流を誘発し人材を育成する環境の創生を目指したキャンパス再編事業の実施

Ⅳ 各人が自らの能力を存分に発揮できる職場環境の実現

1 教職員の職場環境におけるダイバーシティ・マネジメントの推進
2 事務系職員の多様なキャリアパスに応じた総合的な人事方針の策定
3 SD・FD活動に関する取組及び自己啓発の推進等による職員能力開発への支援体制の充実
4 デジタルキャンパスを推進するための情報セキュリティに強い人材の育成
5 適切な自己点検・評価の実施及び教職員の役割に応じた取組状況や大学への貢献が適切に反映される業績評価体制の構築
6 教職員のワークライフ・マネジメントの推進

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5 Management and Operations

TUMSAT will establish an advanced university governance system and systematically develop the human resources required for corporate management. In addition, we will secure diverse financial resources and establish a management model that enables the university to grow sustainably. Furthermore, we will recruit a wide variety of faculty and staff members, and achieve a workplace environment where each individual can perform to the fullest of their abilities through appropriate development and performance assessment.

Ⅰ Establish an advanced university governance system

1 Based on the National University Corporation governance code, strengthen our governance system with the aim of achieving our mission under the leadership of the President.
2 Collect and analyze the data needed to establish a university management model, and strengthen our institutional research (IR) system to enhance TUMSAT's presence.
3 To streamline operations, labor saving of routine work using AI and ICT, the realization of visualization of the work execution status of workers, and construction of a work execution system that can flexibly distribute workforce.
4 Promote strengthened publicity for education and research activities, including those related to the SDGs.
5 Strengthen the risk management system to prevent or minimize the impact of anticipated crises such as disasters, infectious diseases, and information security breaches.
6 As part of our business continuity plan (BCP), promote improvement of our infrastructure to continue engaging in education and research activities, even in the event of an emergency or disaster.
7 Promote renovation of our campuses in consideration of the environment, including reducing CO₂ emissions to help achieve the SDGs.

マリンサイエンスミュージアム 鯨ギャラリー(品川キャンパス)
Whale Exhibition Gallery, Museum of Marine Science (Shinagawa Campus)

Ⅱ Systematically develop human resources for corporate management

1 Formulate a policy to strategically and systematically develop human resources with the potential capacity to assume corporate management.
2 Establish a human resources development cycle to develop human resources required for corporate management.

Ⅲ Establish a management model for TUMSAT's sustainable growth

1 Actively promote strategic and effective fundraising activities, execute crowdfunding as a new method of receiving donations, and host donation seminars and the like.
2 Increase self-generated revenues by investing surplus funds, using land effectively, leasing facilities, etc.
3 Apportion budgets, assign faculty members, and allocate spaces within the university in a strategic and focused manner under the leadership of the President toward the achievement of our long-term vision and other goals.
4 Introduce a system where revenues obtained through the effective utilization of facilities to be established going forward (facility usage fees, revenues raised from industry-academia collaboration, donation revenues, etc.) are allocated to the maintenance and management of the applicable facilities and the improvement of the education and research environment, etc.
5 Promote improvement of our campuses by using our diverse financial resources including earnings obtained from land utilization business.
6 Based on the Campus Master Plan 2022, implement a campus restructuring project to create an environment that encourages interactions between people and fosters human resources.

Ⅳ Achieve a workplace environment where each individual can perform to the fullest of their abilities

1 Promote diversity management in the workplace environment of faculty and staff members.
2 Formulate a comprehensive human resources policy that accommodates diverse career paths of administrative staff.
3 Expand our support systems for staff capacity development by implementing initiatives for staff/faculty development activities and promoting self-awareness.
4 Develop human resources equipped with information security expertise to promote the digitalization of our campuses.
5 Conduct appropriate self-inspection and evaluation and establish a performance evaluation system that appropriately reflects the status of work execution by faculty and staff members according to their roles and degree of contribution to the university.
6 Promote work-life management of faculty and staff members.