



The Strategic Management of Tohoku University

Tohoku University Action Plan: Inoue Plan 2007

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Tohoku University**

Location of the City of Sendai

- Situated in North-East Japan
- Distance from Tokyo ***350 km***
- Travel time from Tokyo
(by bullet train) ***1hr 35m***

Population of Sendai City

1,028,000



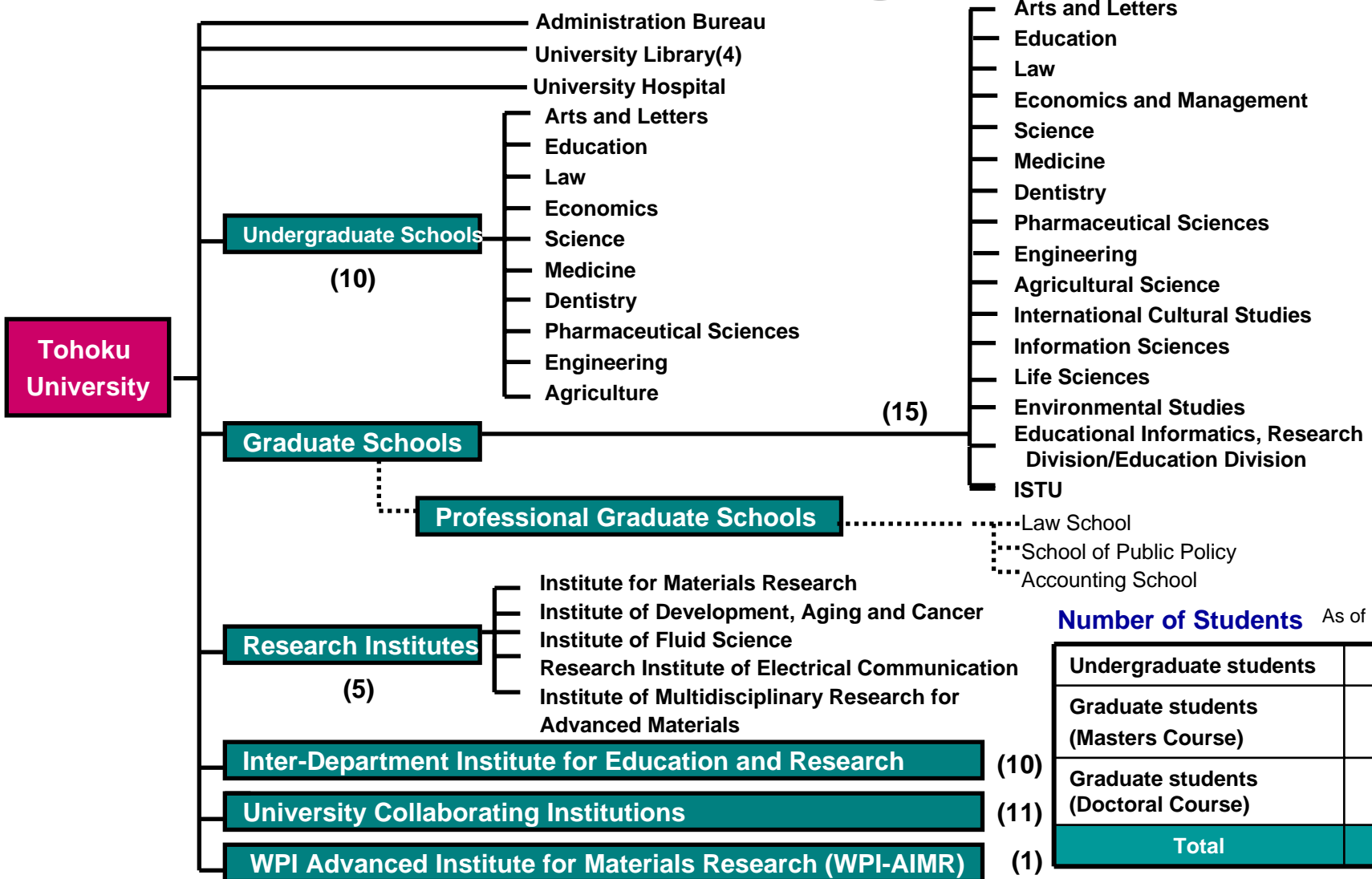
Founded in 1907 as the third Imperial University of Japan

《Principles》 “Research First”, “Open Door”,

“Practice-Oriented Research and Education”



Research and Education Organization



Number of Students As of May 1, 2009

Undergraduate students	10,967
Graduate students (Masters Course)	4,224
Graduate students (Doctoral Course)	2,657
Total	17,848

Citations

National Ranking	International Ranking	Field	Citations	Papers
1	3	Materials Science	42,247	5,844
2	10	Physics	126,138	10,541
4	18	Chemistry	80,719	6,300
3	53	Engineering	15,478	3,477
4	65	all fields	459,194	42,261

ISI Essential Science IndicatorsSM, January 1, 1999 – October 31, 2009



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魯迅先生 本名：周 樹人
Prof. Lu Xun a.k.a Zhou Shuren





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◇ Number of Students from China

- 608 students (as of May 1st 2009) 45% of total number of international students (1,346)

◇ Number of Visiting Research Fellows from China

- 305 researchers - 19% of total number of researchers (1,590) in 2008

◇ Academic Exchange Agreements with China

- 26 Agreements between Universities - 19% of total agreements (134) as of May 1st 2009
- 60 Agreements on the Departmental Level - 20% of total agreements (304) as of May 1st 2009

◇ Other

- Establishment of Tohoku University China Office in Beijing and a liaison office at the Institute of Physics, Chinese Academy of Sciences.
- Implementation of a Collaborative Education Program with Tsinghua University (Master's degree possible)
- Additional exchange programs, such as the Summer Program, conducted in collaboration with several Chinese universities

◇ Strategic Management of Tohoku University

Intensifying International
Competition

Strengthening of
University Functions
/ Roles

External Valuation



Financial Situation

Efforts to Acquire
Funds

Formulation of Strategy ⇒

Inoue Plan 2007
(Tohoku University Action Plan)

Strategic Action ⇒

Reform of Governance (University
Organization and Decision-Making
Process)

Becoming a World-Class University

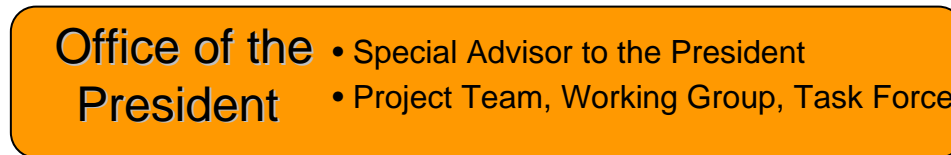
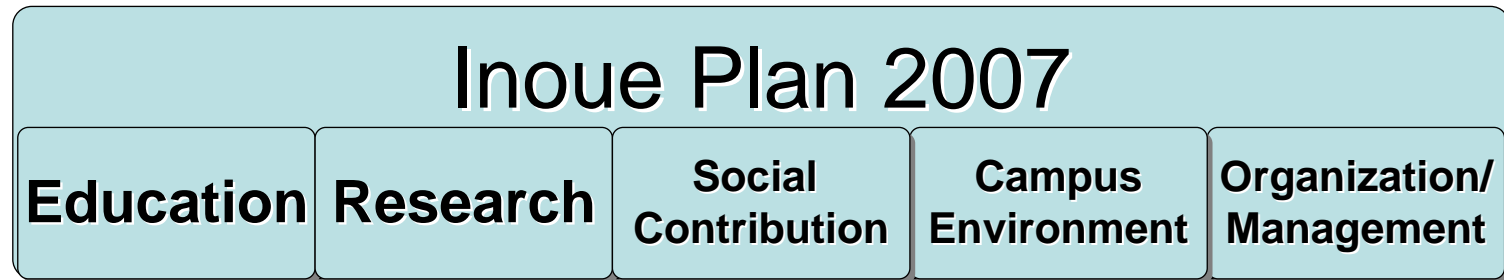
《 We aim to be ranked within the top 30 universities globally within the next 10 years 》

- Announcement of the Inoue Plan in 2007
- Annual Progress Review
- Revision of Action Plan according to the environment of the time.

Swift Action and Reform

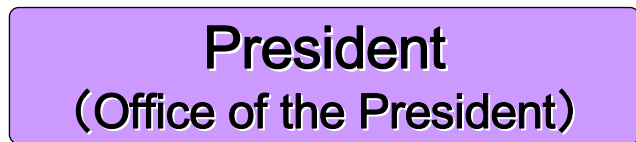


◇ Strategy Formulation and Management Cycle



Project / Planning **Plan**

Action Reform



Check Progress Management and Review

Planning and Implementation of Specific Measures

Do

Contribution to Humanity

World-Class University

Produce World-Class Results

Produce Future Leaders

Challenge

Creation

Innovation

Research

Creator of
knowledge

Education

Transmitter of
knowledge

Campus Environment

Organization/Management Enterprise of Knowledge

Tohoku University Grand Design

Tohoku University: Educational System Reform

◇ Development of human resources capable of playing leading roles on the international stage (Liberal Arts Education)

- Expansion of external English exams (TOEFL)
- Expansion of Study Abroad and overseas Internship Programs etc.
- Introduction of a Student Advisor system to support student learning
- Introduction of lectures by 'Professors Extraordinary' aimed at passing on the essence of research

◇ Internationalization of Education

- Selected for 'Project for Establishing Core Universities for Internationalization' (Global 30)

◇ Training high-level researchers capable of developing new fields of research (graduate level)

- Enhancement of graduate education through collaboration with the International Advanced Research and Education Organization, the WPI Advanced Institute for Materials Research and Global COE

◇ Recruiting students with a 'Scientific Mind' (Admissions System)

- Develop an admissions system for recruiting winners of the Science Olympiad and other students with world-class talent

◇ Career support and nurturing of young human resources capable of playing active roles in industry.

- ILP Innovative Leaders Platform

Producing World-Class Research Results

◇ Promotion of original, innovative interdisciplinary research

- Establish the Advanced Institute for Materials Research as a center for top-class international research
- Further adoption of world-leading Global COE Programs
- Promotion of interdisciplinary research on social issues
 - Brain Science, Humanities and Social Sciences, the Environment, Energy Science etc.
 - Launch of the Graduate School of Biomedical Engineering

◇ Promotion of international collaborative research

- Make use of network connections with world-class universities and research institutes
 - APRU (Association of Pacific Rim Universities)
 - T.I.M.E. (Top Industrial Managers for Europe)
 - AEARU (The Association of East Asian Research Universities)
 - ⋮

Applying our Human and Intellectual Resources for the Benefit of Society

- ◇ Nurture human resources that can contribute to local industry
 - Active contributions that meet the needs of society
 - eco-houses, disaster robots, clean energy, automobile industry etc.
- ◇ Promotion of the Science Park concept
- ◇ Regional Consortium
 - Active collaboration with public and private universities etc.
- ◇ Actively disseminate our research and educational achievements
 - Nationwide expansion of Science Cafe
 - Off-campus lectures by Distinguished Professors
- ◇ Endeavour to make our facilities open to the public

Establishing a World-Class Campus

◇ Development of the Aobayama New Campus

- Establishing a University House, Guest House etc.



◇ Environmental Conservation Efforts

- Introduction of an environmental management system aimed at creating an environmentally friendly eco-campus
- Steady implementation of the 'Tohoku University plan to reduce greenhouse gas emissions'

Cut CO2 emissions by 10% between 2008 and 2012
(2% annual reduction) (average annual reduction of other universities = 1%)

The University Management System supporting Tohoku University

◇ Establishment of a strategic corporate management system

- Implement an international standard system of governance
- Ensure strict compliance

◇ Secure the human resources needed to support international competitiveness

- Establishment of the 'Research Professors' system (tentative name)
- Hiring would be contingent on obtaining a certain amount of outside funds.

Main established systems

- University Professor system
- Distinguished Professor system
- Professor Extraordinary system

◇ Responding to international third-party evaluations

- First Japanese university to receive external valuation from the European University Association (EUA)

◇ Promotion of Gender Equality

◇ Establishment of a university fund

● Implementation of Strategy

Reform university organizational structure and decision-making process in order to implement strategy

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Establishment of Governance



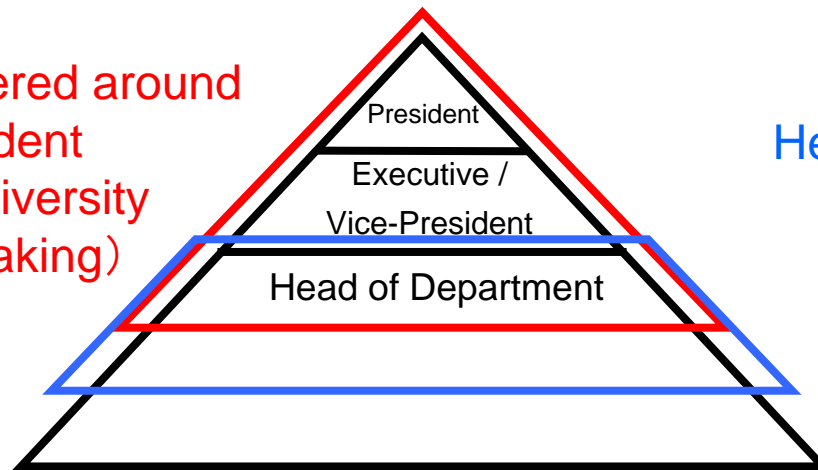
It is absolutely vital to ensure that governance works

◇ Linking Leadership with Business Organization

● Establish strong leadership in executives responsible for managing the university

Secure knowledgeable leaders with exceptional management ability, and create an environment in which to implement strategy.

Leadership centered around
the President
(National university
decision-making)



Head of Department

Member of University
Executive Department

Department
Representative

Principle Established Initiatives

- Election of the President by the President Election Committee (abolishment of internal / on-campus presidential elections)
- Development and organization of a specialist group to provide support in management decision-making, planning and execution
- Clarification of directions and orders from senior management

◇ Strategic Distribution / Allocation

● Strategic allocation of personnel, resources and funds

Carry out university-wide management of personnel, resources and funds, while at the same time respecting departmental independence.

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Implementation of Governance

Principle Established Approaches

- Implementation of system to allocate budget and personnel, at the discretion of the President
- Evaluation of trustees, vice-president and department heads based on clearly defined mission statements
- Establishment of Department Chair Meetings, periodic exchange of ideas and opinions with departments, dissemination of information via website etc.



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“Our Path Toward Becoming a World-Class University”



Contributing to humanity by making continuous efforts to respond to the responsibilities of nation and society.