

## 5. Host Institution's Commitment (in English)

Date February 9, 2012

To MEXT

Name of host institution The University of Tokyo  
Name and title of head of host institution Junichi Hamada, President  
Signature



I confirm that the measures listed below will be taken faithfully regarding "(research center)" adopted under the World Premier International Research Center Initiative.

### <Provision in host institution's mid-to-long-term plan>

· Describe clearly the host institution's mid-to-long-term strategy plan and how the center is positioned within that strategy.

We are ushering in a time of great change. At this critical juncture, society expects universities and scholarship to play an important role in steering that change for the betterment of the world. To meet such a demand from society, the University of Tokyo conceived "Action Scenario – FOREST2015 –" and has set out to implement a variety of innovative programs since April, 2010.

The tasks marked for priority in FOREST 2015 challenge us to ensure academic diversity and the pursuit of excellence, promote world-class scientific research, strengthen international PR efforts to boost our global presence as a comprehensive research university, and become a world leader in inter-university collaboration and scholarship.

As part of the measures the University is taking to achieve these goals, the University of Tokyo has established the Todai Institutes for Advanced Study (TODIAS) in January 2011 as a university-wide organization. TODIAS comprises research institutes that can function as a "world-leading center of knowledge," aiming to enhance the University's academic excellence as a whole and further advance our internationalization. At the University of Tokyo we are firmly committed to fulfill our public duty and responsibility to the future of Japan and of the world. The newly-founded TODIAS is the epitome of this commitment.

Each research institute to be approved within TODIAS must satisfy the following three requirements: to be evaluated as a world-class research hub by governmental organizations and global communities of researchers; to acquire sufficient external funds to sustain its operation; and to provide an international research environment. IPMU, fully meeting these criteria, was designated as the first institute of TODIAS at the inaugural steering committee of TODIAS on January 11, 2011. This is a critical step for IPMU to become a permanent entity within the university. In order to establish the solid financial foundation to sustain the operation of IPMU, the university cooperates with the IPMU staff and provides maximal support to secure endowments, external funds, and donations. Though traditionally, new organizations like TODIAS are not qualified to put in proposals as a part of the overall University funding request to MEXT, the university management has decided to qualify TODIAS for doing so. Therefore, IPMU will have a chance to acquire resources to sustain itself through TODIAS.

Also, the university will keep carrying out reforms of the university-wide system aiming at establishing flexible and creative management of both human and financial resources. This is essential to create and sustain new, interdisciplinary research institutes such as IPMU. The university management considers it a university's challenge to provide such institutes with tenure-equivalent positions. These include new types of appointments paid by a combination of the traditional and external funding, purely externally funded positions with many renewals beyond currently envisioned. This will have transformative effects on the human resource management system. In this context the university will make every effort to take on this challenge.

The university will strengthen the plans stated above after the period of WPI project funding ends. With more flexible and creative management of the human and financial resources, which is instituted in the university, it can provide support for operation of IPMU using the available university resources for a limited period, in the event when IPMU cannot sustain itself with external funds only.

Also, given more flexibility in the national funding system such as to allow allocation of increased overhead to manage the university, the university's efforts to establish flexible and creative management of both human and financial resources would be accelerated and enhanced. Such a management system would enable the university to further support IPMU.

<Concrete Measures>

- Describe the concrete measures that the host institution will take to satisfy the following requirements.

(1) How it will support the center's need to secure resources that match or exceed the project grant through such means as competitive grants obtained by researchers participating in the project, in-kind contributions and other forms of assistance by the host institution ( including partial payment of salaries, provision of research space), and/or external donations.

The University of Tokyo positioned the IPMU within TODIAS as an organization directly under Office of the President working as a natural facilitator with existing university organizations. The Administration Bureau develops an ideal research environment to ensure that chief researchers engaged in research at the IPMU have minimum possible university duties to allow ample time to fully focus on research activities, and that research funding is more readily secured. These efforts are continued and strengthened further. As part of developing such an environment, with the aim of securing excellent researchers as well as high-caliber support staff, a new employment scheme has already been implemented whereby it is even possible to recruit exceptionally qualified staff at salaries higher than that of the President. Priority is also given for the use of research space. Furthermore, the Administration Bureau has an organization named the Financial Strategy Office whose task is to develop plans strategically to obtain external funding and to allocate it effectively. This allows the maximum financial support for the IPMU, while making full use of university resources.

(2) How it will institute a system under which the center's director is able to make substantive personnel and budget allocation decisions necessary to implementing the center project—a system, which in practice, allows the center director autonomy in making decisions regarding the center's operation.

The University of Tokyo has newly developed an innovative scheme to allow the positioning of the IPMU as an organization directly under Office of the President working in an organic linkage with existing university organizations. With the start of TODIAS and appointment of its director in January 2011, ongoing strategic management by the President and the board member in charge of research strengthened IPMU. Under this scheme, the IPMU may take charge in the operation of the organization under the managerial supervision of the director of IPMU, including for the recruitment of researchers.

(3) The support it will provide to the center director in coordinating with other departments within the host institution when recruiting researchers for the center, while giving reasonable regard to the educational and research activities of those departments.

In order to ensure that education and research activities may be implemented smoothly with no disturbance to the university faculties and institutions from which the researchers are gathered for the IPMU, the Administration Bureau shall provide any necessary financial support, such as for personnel expenses of substitute teaching staff, to the concerned university departments and divisions. This does not only allow such departments and divisions to take measures including securing substitute teaching staff, but the mobility of researchers within the university may be further improved.

(4) Its flexibility in applying, revising, or supplementing the host institution's internal systems as needed for the center to effectively implement new management methods (e.g., English-language environment, merit-based pay, top-down decision making) unfettered by conventional modes of operation.

The University of Tokyo has developed an innovative scheme to position the IPMU within TODIAS. Under this scheme, the IPMU takes charge in the operation of the organization under the managerial supervision of the director of IPMU, including for the recruitment of researchers, while new special regulations are also to be established designating the IPMU as a special zone in which participating researchers and support staff members may be allowed a limited exemption from some restrictions under the work rules that are generally applied within the university.

(5) Its accommodation of the center's infrastructural requirements (for facilities, e.g., laboratory space; equipment; land, etc.).

The University of Tokyo places great importance on the development of an environment to permit excellent researchers from overseas to steadily concentrate on their research activities. Currently, active initiatives to promote a more international campus are under way under the leadership of the President, and a residential facility for foreigners was opened at the end of FY2009 near the campus. Priority allocation of the residences at the opened facility has already been made for researchers invited to IPMU from overseas. The University also develops a number of world-class research facilities, and a research building for IPMU has been completed at the end of 2009, financed by the university. (Also, the second research building for IPMU has been completed at the beginning of FY2011, financed by the Government's stimulus package in FY2009.) The university further supports the IPMU's requirements for infrastructures as needed.

(6) Other types of assistance it will provide to give maximum support to the center in achieving its concepts and objectives and becoming a world premier international research center in both name and deed.

With the start of TODIAS, administrative support of TODIAS as well as IPMU has been provided by the External Fund Management Group, Research Promotion Department of the University's Administrative Bureau. With this scheme, the University provides the maximum possible consistent support for the promotion of the concept of IPMU, as has been done before.