

UTokyo **COMPASS**

多様性の海へ：対話が創造する未来

Into a Sea of Diversity: Creating the Future through Dialogue

「UTokyo Compass」の公表にあたって

Announcing UTokyo Compass

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Teruo Fujii, President, The University of Tokyo

ここに公表するUTokyo Compass「多様性の海へ:対話が創造する未来 (Into a Sea of Diversity: Creating the Future through Dialogue)」は、東京大学が目指すべき理念や方向性をめぐる基本方針です。この公表は総長任期の始まりにあたっての単なる慣行ではありません。東京大学が進むべき方位を共有し、構成員の全体や社会のさまざまなステークホルダーの理解を得ながら、この先数十年をみすえ、その歩みを確実に進めていくための、自分たち自身に向けた共同の問いかけです。

ふりかえれば、国立大学法人化という、わが国の大学制度の歴史的転換点において制定された「東京大学憲章」(2003年3月)は、国立大学の社会的な位置づけの大きな変化を前に、その拠って立つべき理念と目標を明らかにするものでした。憲章の理念を受けて、「アクション・プラン」(2005年7月)、「行動シナリオ」(2010年4月)、「東京大学ビジョン2020」(2015年10月)が、それぞれの総長の活動

の始まりに出されます。それらは、いずれも東京大学が時代にふさわしい姿へと変わろうとする道筋を、具体的な目的と行動計画をもって示そうとするものでした。

いまあらためて検討すべきは、新たな時代における、大学という法人の自律性・創造性の在り方です。それは既存の手本(モデル)としてどこかに在るものではなく、いままきに向かい合う困難を克服しようとするなかでの課題であり、立ちあげるべき理想です。歴代の総長が「運営」「経営」ということばで指してきたのは、たんに財務・人事・制度等の改革にとどまるものではありませんでした。いま東京大学は、「知をきわめる」「人をはぐくむ」「場をつくる」という多面的な3つの視点(Perspective)から、目標を定め行動の計画を立て、それらに好循環を生みだすことを通じて、世界の公共性に奉仕する総合大学として、優れた多様な人材の輩出と、人類が直面するさまざまな地球規模の課題解決に取り組もうとしています。まさにこのように学問の裾野を広げていくために必

UTokyo Compass is a statement of the guiding principles of the University of Tokyo, of the ideals to which our university should aspire and the direction it should take, under the title “Into a Sea of Diversity: Creating the Future through Dialogue.”

I am announcing UTokyo Compass not only as a mission statement like those issued by every new president of the university. I intend for UTokyo Compass also to be a call to everyone at UTokyo to build a common vision for our university and to ensure that we make steady progress along a shared course over the coming decades, all the while earning the understanding of the entire university community and of our stakeholders in society.

The University of Tokyo Charter, adopted in March 2003, marked a historical turning point for Japanese higher education, for it clarified UTokyo's principles and goals in response to a major change in our role in society, when the national universities were incorporated as autonomous entities. In line with the principles of the Charter, successive presidents of the university have released

mission statements in the Action Plan (July 2005), Action Scenario (April 2010), and The University of Tokyo: Vision 2020 (October 2015). Each of these documents was an attempt to chart the ongoing transformation of UTokyo in conjunction with the changing times and through specific goals and action plans.

The time has now come for us to think deeply about the university's autonomy and creativity, for these are essential qualities for a national university in this new age. This autonomy and creativity are not based on any existing model; rather, they are ideals we seek to follow and strengthen as we work to overcome the challenges facing us. When previous presidents talked about reforming the operation and management of the university, they meant much more than merely improvements to our financial, personnel, and administrative systems. Now, by taking a multifaceted view from the three perspectives of “knowledge,” “people,” and “place” and by creating a virtuous circle among these three perspectives, UTokyo is working, as a university that serves the global public, to

UTokyo Compass

海の研究者である藤井総長のもと、新しい航海を始めた東京大学の針路を示すという意味で、東京大学が目指すべき理念や方向性をめぐる基本方針をUTokyo Compassと名付けました。

UTokyo Compass is a statement of the guiding principles of the University of Tokyo as it undertakes a new voyage under the leadership of President Fujii, a researcher of oceanographic engineering.



要な方策を、大学という法人全体が自ら設計し、実現していくことこそが経営です。このUTokyo Compassが提示するのは、現代的で地球的な諸課題を前に大学の可能性を問いなおし、これまでの在り方を設計しなおすことをも厭わない、東京大学という組織ならではの創造的な挑戦の航路であり、また大学を取り巻く社会への問いかけでもあります。

私は、実現のプロセスにおいて、また創造の方法において、「対話」を重視します。対話とは、たんなる話し合いや情報の交換ではなく、知ろうとする実践です。知るためには、問う必要があります。大学が育てる「問いを立てる力」は、対話の始まりに不可欠です。ただ問うだけでなく、その問いかけが問いの共有、すなわち「ともに問う力」を生みださなければ、対話は深まってゆきません。問題にともに向かいあい、対話を通じて関わりあうことで、ともに見る、ともに感じる、ともに考えることを基盤とする理解が形成され、信頼が醸成されます。対話をもたらすのは、議することで推し進められる、多声の協奏です。そのように多様性が創造する未来を描くには、不公正や差別の理不尽、さまざまな社会的弱者の存在に対する鋭敏な感性をもち、課題と真摯に向きあう主体的な姿勢が要請されます。

このCompassの作成にあたって、可能なかぎり対話を取り入れました。基本となる研究・教育・社会協創はもちろん、デジタルトランスフォーメーション（DX）、グリーンラン

スフォーメーション（GX）、多様性と国際性、広報・コミュニケーションや働き方、経営戦略等の主題領域において、教員だけでなく職員も加わったワーキンググループを組織し、総長ビジョンのタスクフォースと密接に連携して検討を進めました。また広報関連の組織の協力のもと、教職員・学生のみなさんとの「総長対話」の機会を日本語・英語で18回にわたって設けたのも、経営協議会等を通じて学外の意見をお聞きしたのも、引き続き重視していく対話の実践の第一歩だと考えています。ここで共有するUTokyo Compassも、すでに決めたのだから変えずに守るという運用ではなく、大学としてのより良い在り方を目指す各部局、各構成員の努力に開かれたものとして、活用し改善し充実させてゆきたいと思えます。

現代の世界が直面している地球規模の複雑な課題への取り組みに際し、研究・教育や社会協創において東京大学が創成していく、対話と信頼の相互連環こそが、新たな未来をひらくと信じています。あるべき理想をともに問うなかで、新たなつながりが生まれます。東京大学が追求してきた「志ある卓越」や「産学協創」の理念の基本も、まさにそこにあると考えています。大学ならではの自律性の創造は、さまざまな課題が目の前に渦巻く、いわば荒海への船出であり、であればこそUTokyo Compassという指針のもとで、みなさんとの対話を進めてゆきたいと願っています。

nurture diverse and talented individuals and to discover solutions to the global issues facing humanity. It is this kind of management that the university must develop for itself to expand its scope as an academic institution. UTokyo Compass thus charts a new course for UTokyo as an organization willing to question the possibilities of the university and to radically reimagine itself even as it tackles contemporary global issues. It is also a challenge both to the university to put its extensive creative powers to the test and to the larger society to which we belong.

Both in the management process and as a creative methodology, I place great importance on dialogue. Dialogue is more than just a discussion or exchange of information. By dialogue, I mean the act of trying to understand. To understand, we need to question. The ability to formulate questions is fostered at the university and is essential for starting dialogue. But just asking questions is insufficient. For in-depth dialogue, we must share our questions with others and develop the ability to question together. Engaging with each other through dialogue as we face problems together builds mutual understanding and confidence through the process of seeing, feeling, and thinking together. Dialogue also fosters harmony among diverse voices. To create a future founded in diversity, we need to be keenly sensitive to unfairness and discrimination and to the existence of vulnerable groups in society, and we must actively confront relevant challenges with sincerity.

UTokyo Compass itself has been created through dialogue to the fullest extent possible. We organized working groups of faculty and administrative staff not only on the basic themes of research, education,

and cocreation with society but also in the areas of digital transformation (DX), green transformation (GX), internationalization, diversity and inclusion, public relations and communication, work styles, and management strategies. The working groups were formed in close cooperation with the President's Vision Task Force. With the support of communications staff, we also held eighteen "Dialogue with the President" sessions with faculty, administrative staff, and students in Japanese and English, and we listened to outside opinions through the university's Administrative Council and other forums. But these mark just the first steps in what will be an ongoing effort to value and engage in dialogue. This UTokyo Compass is thus not a fixed set of rules to follow but rather a framework of principles that will guide the efforts of each university unit and every member of the university community and that can be applied, improved, and enriched as we seek to create a better university.

In addressing the complex global issues confronting today's world, I believe that the cycle of dialogue and mutual confidence, born from research, education, and cocreation with society and fostered by UTokyo, will open up a bright new future. Pursuing our ideals together will create new connections. It is such dialogue and such connections that, I believe, form the foundation of the university's principles of promoting cocreation with industry and our aspiration to excellence in service of society. Creating a uniquely autonomous university is like setting sail across a mighty sea of complex challenges. Nevertheless, I look forward to voyaging ahead in dialogue with all of you along the course set by UTokyo Compass.





UTokyo Compass

多様性の海へ：対話が創造する未来

Into a Sea of Diversity: Creating the Future through Dialogue

基本理念 | Basic Principles

東京大学は、学知を生みだし、つなぎ、深める拠点として、問いを立てる基礎力をはぐくみ、卓越性と包摂性の実現を目指します。学術における卓越を実現するには、多種多様な人間が集まって話し、学び、課題の発見と共有と解決とに取り組むことが不可欠です。真理への探求心と学問の自由に根ざす研究と、地球的な視野と高い倫理と粘り強い実践力をそなえた人間をはぐくむ教育に取り組み、さまざまな学知を結び究める自律的な総合大学の新しいモデルを築きます。

東京大学は、学術的な価値創造の場としての大学に対する信頼をより一層確固たるものにすべく、不断の努力を続けます。国から負託された従来の役割だけにとどまらず、人類社会が直面する地球規模の課題への貢献をはじめ世

As a hub for creating, connecting, and deepening academic knowledge, the University of Tokyo will foster the fundamental ability to question with the goal of achieving academic excellence and realizing an inclusive society. To achieve academic excellence, it is essential for diverse groups of people to come together to discuss, to learn, and to identify and share challenges and solutions. UTokyo will engage in research directed at the pursuit of truth and founded in academic freedom, and in education that nurtures people with a global perspective, high ethical standards, and tenacious practical skills, and it will build a new model of an autonomous and comprehensive university that integrates and deepens the great breadth of academic knowledge.

UTokyo will continue to work tirelessly to solidify confidence in the university as a place for creating value through academic activity. Going beyond the traditional roles of a national university, UTokyo must have the creativity to design its own practices in order to play an

界の公共を担う法人として活躍するためには、創造的に自らの実践をデザインする力が必要です。その力を大学の経営力として伸ばし、新たな「知」と「人」と「場」を生みだす営為を通じて学術のもつ価値を高め、自律的で創造的な活動を支える資源・財政の基盤を確立します。

東京大学は、世代をこえて受け継ぎ発展させてきたさまざまな特質をもつ諸学問の蓄積のうえに、包摂的で自由なより良い未来社会の創造を目指します。大学の存立基盤と社会的責任を自覚し、いま現実にある不公正や理不尽な格差を是正しうる真摯な対話の実践を通じて、分断や閉塞を乗り越え、より良い未来社会をともに実現すべく学知の創出に努め、幅広い社会との協創を生みだします。

active role as an institution that serves the public good worldwide by helping to resolve the global challenges faced by human society. We will develop those practices through the university's managerial competency, solidify the university's foundations of material and financial resources to support autonomous and creative activity, and enhance the value of academic activity through the creation of knowledge, people, and place.

UTokyo aims to create a better future society that is inclusive and free, founded on the accumulation of distinctive and unique academic knowledge that has been inherited and enhanced over the generations. UTokyo is conscious of the foundation of its continued existence and its social responsibility. We will overcome divisions and obstacles through the practice of sincere dialogue that can correct the very real unfair and unreasonable disparities that exist in society today to create the academic knowledge needed to realize a better future society together and foster cocreation with all of society.



PERSPECTIVE 1

知

KNOWLEDGE

知をきわめる / Knowledge

PERSPECTIVE 1

東京大学は、学問の自由と自律に基づいて事物の真理を究め、課題の設定や解決において信頼しうる、多様な学知を生みだします。新たな学知は、既存の政治・経済の枠組みに収まらないものを含む公共性への奉仕の責務を自覚し、批判や検証に開かれた透明性を確保する、そうした対話のなかで創造されるものです。

東京大学は、技術革新の背景にある基礎研究の奥行きと深みのある積み重ねを重視し、さまざまな知の接続機能をもつ拠点（ハブ）としての大切な役割を果たします。新

Exercising our academic freedom and autonomy as we seek to thoroughly understand the world in which we live, UTokyo will create a diverse body of academic knowledge that can be relied on when identifying the challenges facing society and their solutions. Through dialogue that is open and transparent to criticism and verification, new academic knowledge will be created by a university that is aware of its responsibility to serve the public, including those excluded from existing political and economic frameworks.

UTokyo will prioritize the advancement, in both breadth and depth, of basic research essential for technological innovation and will play an important role as a hub

しい技術が人間や社会に何をもたらすかを考える学問の支えなしに、その力を適切に活用することはできないのであり、文理の垣根を越えた連携によってこそ、その役割を果たし得ます。

東京大学における真理の探究と学知の創出は、学ぼうとする者の好奇心やひらめきを駆動力とし、公共心の核となる誠実さに支えられて、さまざまな声を受けとめながら進んでゆくものです。そうした対話は、関連する知や関わる人間をつないで、活性化させる力の基礎でもあります。

connecting and enabling access to all types of knowledge. Society cannot obtain the full benefits of new technologies without the support of academia to evaluate their impact. This role can only be fulfilled through collaboration that transcends boundaries between the humanities and the sciences.

The creation of academic knowledge in the pursuit of truth at UTokyo proceeds while listening to diverse voices, driven by the curiosity and inspiration of those who seek to learn and supported by the sincerity that is at the core of a commitment to society. Such dialogue is also the basis of the power to connect and energize the associated knowledge and people.

人をはぐくむ / People

PERSPECTIVE 2

東京大学は、未来を築く卓越した人材を輩出します。社会のさまざまな場を支える、対話力に優れ、専門知と教養を備えた知識人を世に出すことは、この大学が果たしてきた使命です。同時に、次世代のリーダーとして聞こえにくい声にも耳を傾け、自らの声はどう響くかにも自覚的な共感形成の能力を身につける教育に力を注ぎます。

東京大学は、国内外から多彩な学生や教職員を迎え入れ、また有為な人材を送り出します。大きく循環する開かれたネットワークのなかで、研究・教育や社会連携の機能を果

UTokyo nurtures talented individuals capable of creating the future. This university's mission is to provide the world with well-rounded talented individuals who have excellent dialogue skills and the specialized knowledge and education to support all places of society. At the same time, we will focus on providing an education that enables students, as leaders of the next generation, to listen to the voices of the overlooked and to build empathic relations with others with sensitivity to how their own voices resonate.

UTokyo welcomes diverse students, faculty, and administrative staff from throughout Japan and around the world and produces promising talent. The university fulfills its functions for research, education, and engagement with society at the core of a large and continuously circulating

たします。海外修学の機会の拡大、海外拠点の活用やグローバルな就業体験、ローカルな現場での当事者の実践との交わりなど、さまざまな実体験をそれぞれに得られる枠組みを充実させ、しなやかな対話力をはぐくみます。

東京大学は、DXやサイバー空間の可能性を活かし、従来の枠組みを超えて学生との対話・学生の参加を促進する教育に、先駆けて取り組んでいきます。変化が速く、価値観や課題が複雑な現代だからこそ重要性を増している、特定の年齢や属性や経歴に固定されない包摂的な教育を推進します。

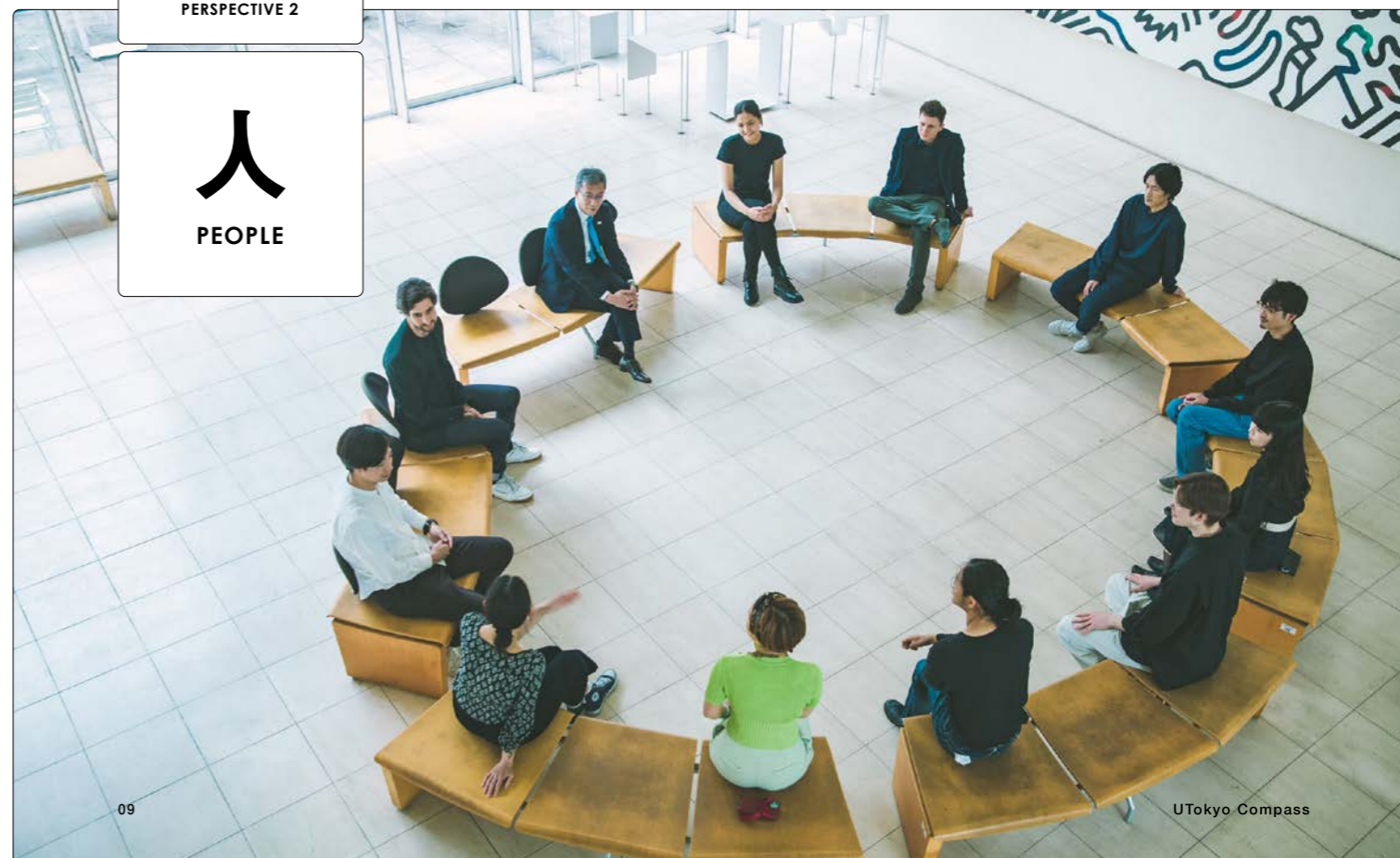
network that is open to the world. In order to nurture flexible dialogue skills, UTokyo will enhance the framework for students to gain a variety of real-life experiences, including expanded opportunities for overseas study, experience at overseas universities and partner facilities and in global internship programs, and engagement with local practitioners.

UTokyo will take full advantage of the potential of digital transformation and cyberspace to pioneer education that promotes student dialogue and student participation beyond conventional bounds. The university will promote an inclusive education that is not fixed to any particular age groups, attributes, or backgrounds, in keeping with the increased importance of inclusion in this age of rapid change and complex values and issues.

PERSPECTIVE 2

人

PEOPLE



東京大学は、それぞれの学問が個性的で創造的であることを対話の実践によって包摂し、その多声性を活力とする場として、大学の意義をとらえ直します。社会のさまざまな人々とともに、大学という場を総合的に活用していく工夫を凝らしていきます。そうした対話の重ねあわせによってネットワークを拡げ、「世界の誰もが来なくなる大学」としての魅力を増大させ、世界に発信します。

東京大学が掲げる場の創成は、施設・設備の充実だけではありません。教員・職員・学生の多様性を重視し、DXを存分に活かした学び方・働き方の再点検を進め、若手の雇用の安定や多種多様なキャリアパスの整備、国籍・ジェンダー・障害等のさまざまな困難を抱えた構成員の受容や待

遇の向上など、未来につながる魅力ある研究・教育や雇用のシステム整備などに総合的に取り組みます。想定外の災害においても災害弱者や緊急事態弱者を生みださないキャンパス空間を目指し、オンライン環境の整備拡充を踏まえた、教育及び研究方法の開発を進めます。

東京大学は、社会を自らの活動の場ととらえ、創造的な対話によって、自らが起点となって多様な人々や組織との間に信頼の架け橋を創ります。基金や大学債を含め、大学という場を充実させる財務基盤の拡充にも積極的に取り組みます。さまざまな場の創出を通じて、大学の公共的な存在意義や固有の機能に対する信頼と支持・支援の好循環を形成します。

UTokyo will redefine the role of the university as a place of inclusion, where the practice of dialogue brings out the individuality and creativity of each academic discipline and its polyphonic nature is energized. Together with diverse people from all walks of life, we will devise ways to make full use of the place provided by the university. Through such repeated dialogue, we will expand our network and communicate to the world the attraction of UTokyo as a university that anyone in the world would want to join.

UTokyo's vision of creating place is not limited to the enhancement of equipment and facilities. We also make comprehensive efforts to develop attractive research, education, and employment systems that will lead to a brighter future. We value the diversity of our faculty, administrative staff, and students, reexamine the ways in which we learn and work to fully exploit the opportunities offered by digital transformation, provide stable employment and diverse career paths for young people,

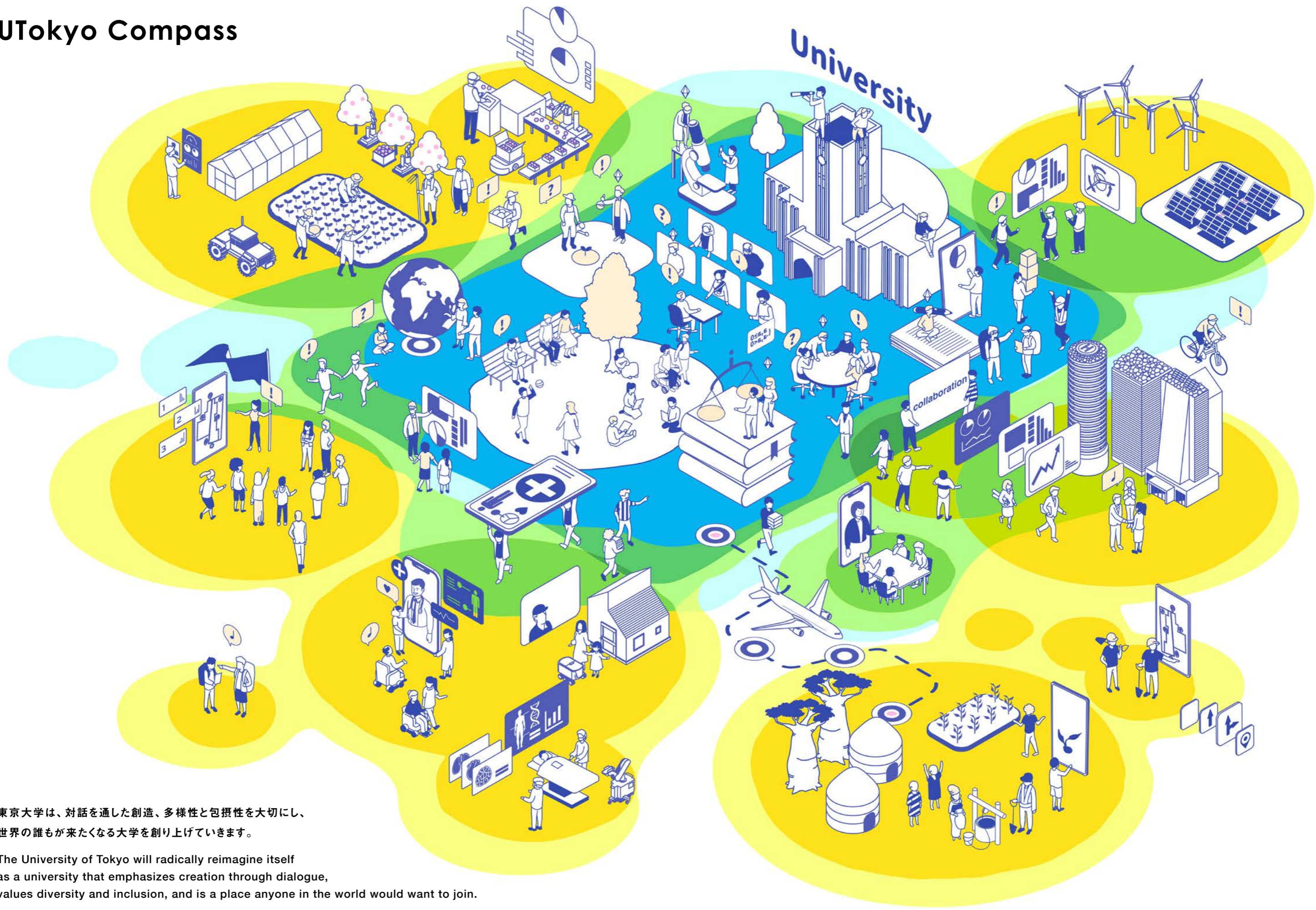
and improve the inclusion and treatment of university members who may be facing difficulties in relation to their nationality, gender, disability, or other characteristics. We will develop education and research methods based on the improvement and expansion of the online environment, with the aim of recreating the campus as a place that helps to keep people safe even in the event of unexpected disasters and emergencies.

UTokyo regards the broader society as the proper locus of its activities and will engage in creative dialogue to build relations founded on confidence and allow the university to serve as a bridge among diverse people and organizations. We will also work actively to expand our financial base, including through endowments and bond issuances, to enhance the university as a place. By creating a variety of places, we will build a virtuous circle of confidence and support for the university's public significance and unique functions.



UTokyo Compass

University



東京大学は、対話を通じた創造、多様性と包摂性を大切に、世界の誰もが来たい大学を創り上げていきます。

The University of Tokyo will radically reimagine itself as a university that emphasizes creation through dialogue, values diversity and inclusion, and is a place anyone in the world would want to join.

対話において開かれる未来へ

A future made possible through dialogue

あるべき姿を高く掲げることで、現状の足らざるを覚り、進化や改善の課題を明らかにすることは、より良い未来を考える学問の根源的な使命です。そして対話の努力こそが、社会の分断や閉塞を打開し、孤立に交流や新たなつながりを生みだします。これまで大学が培ってきた学問の創造や人材の育成への信頼を通じて、「地球という人類の共有財産（グローバル・コモンズ）」の次世代に向けた管理などの公共的な課題について、私たちの使命と理想に関わるさまざまな関係者（ステークホルダー）との対話を深め、理解をはぐくみ、解決にともに取り組むことが、社会からも求められています。

Academia's fundamental mission is to aspire to high ideals, to recognize the shortcomings of our current situation, and to identify issues for progress and improvement, so that we can envision a better future. It is through dialogue that we can break through society's divisions and blockages and create new connection and interaction where before there was isolation. Through the confidence cultivated over many years in the university's academic creativity and educational development, we can deepen dialogue with diverse stakeholders in our mission and ideals, foster understanding, and work together to resolve public issues such as the stewardship of the global commons for future generations. These are responsibilities that society expects us to fulfill.

Upholding academic freedom and autonomy, UTokyo

東京大学は、学問の自由と自律性に基づき真理の探究と知の創造に努め、複合的で多様な学術の場のもつ可能性を、国内外の大学や研究・教育機関等と連携しつつ追求します。大学が追求してきた「問いをともに立てる」研究と教育は、困難な地球的課題と向かいあってどう進むべきかを模索する社会に、たしかな未来の方位を示し、共有する実践でもあります。自律的かつ公共的存在として社会そして世界の中で担うべき使命と、その研究・教育の営みもたらす効果と影響とを深く自覚し、多様性に開かれた対話をさらに推し進め、東京大学はあるべき未来像を社会とともに創り上げていきます。

strives to pursue truth and create knowledge and aspires to form a complex and pluralistic academic space in cooperation with other universities and research and educational institutions in Japan and around the world. The university's pursuit of research and education that asks questions together is also a practice that shares a clear direction to the future for a society that is searching for a way forward in the face of difficult global challenges. As an autonomous and public entity, UTokyo is deeply aware of its role in society and the world and of the impact of its research and educational activities. UTokyo will further promote dialogue that is open to diversity and will work hand in hand with society to create an ideal vision for a shared future.

UTokyo Compassの関連情報は以下にあります。ぜひご覧ください。

Find out more about UTokyo Compass below.

日本語 <https://www.u-tokyo.ac.jp/ja/about/president/utokyo-compass.html>
English <https://www.u-tokyo.ac.jp/en/about/utokyo-compass.html>



日本語



English

20の目標 | 20 Goals

経営力の確立

- 1 「自律的で創造的な大学モデル」の構築
- 2 持続可能な組織体としての経営戦略の創出と大学の機能拡張
- 3 大学が果たす役割についての支持と共感の増進

知をきわめる

- 4 地球規模の課題解決への取組
- 5 多様な学術の振興
- 6 卓越した学知の構築
- 7 産学協創による価値創造
- 8 責任ある研究

人をはぐくむ

- 9 包摂性への感受性と創造的な対話力をはぐくむ教育
- 10 国際感覚をはぐくむ教育
- 11 学部教育・専門性に加えて幅広い教養と高い倫理性を有する人材の育成
- 12 大学院教育:高い専門性と実践力を備えた次世代の課題に取り組む人材の育成
- 13 若手研究者の育成
- 14 高度な専門性と創造性を有する職員の育成
- 15 大学と社会をつなぐ双方向リカレント教育の実施

場をつくる

- 16 安心して活動できる世界の誰もが来たいキャンパス
- 17 教育研究活動の支援
- 18 サイバー空間に広がるキャンパス
- 19 社会への場の広がり
- 20 国際的な場の広がり

Establishing Management Capacity for Autonomous and Creative Activity

- 1 Develop an Autonomous and Creative University Model
- 2 Formulate a Sustainable Management Strategy and Expand the Functions of the University
- 3 Cultivate Support and Appreciation for the University's Roles

Knowledge

- 4 Seek Solutions to Global Problems
- 5 Promote Diverse Scholarship
- 6 Generate Excellent Academic Knowledge
- 7 Generate Value through Co-creation with Industry
- 8 Promote Responsible Research

People

- 9 Nurture Inclusiveness and Capacity for Creative Dialogue
- 10 Nurture an International Outlook
- 11 Undergraduate Education: Cultivate Disciplinary Expertise, Wide-ranging Knowledge, and High Ethical Standards
- 12 Graduate Education: Cultivate Advanced Disciplinary Expertise and Practical Capabilities to Tackle Next-Generation Problems
- 13 Support Early-Career Researchers
- 14 Cultivate Administrative Staff with Advanced Expertise and a Creative Mindset
- 15 Connect the University and Society through Bidirectional Recurrent Education

Place

- 16 Create a Supportive and Empowering Campus that Anyone in the World Would Want to Join
- 17 Support Education and Research Activities
- 18 Expand the Campus in Cyberspace
- 19 Extend Our Place into Wider Society
- 20 Extend Our Place Internationally

