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Vision 2040

海洋、その先の未来へ

Beyond the Future of
Marine Science and Technology

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

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.

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.



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.

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.