

Vision 2027
Version 2



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東京海洋大学 ビジョン2027
Version 2

海洋の未来を拓くために

Seeking New Frontiers in Marine Science and Technology

Vision 2027 *Version 2* >>>>> Action

海洋の未来を拓くために

Seeking New Frontiers in Marine Science and Technology

ビジョン2027Version2に寄せて

本学が、2015年10月に公表した「ビジョン2027－海洋の未来を拓くために－」は、海洋国家である日本にとって今後益々重要性を増す海洋に関する学術諸分野の教育・研究の拠点となり、その水準と独創性を持って国内外で高い評価を受ける大学へと進化発展し、明日の海洋分野を担い新たな産業を創造する人材を育成しなければならないという決意のもと、海洋の未来を拓くトップランナーとしてその実現を図るため、中長期的な方向性の共有を目指して作成したものである。この3年半の間、ビジョン2027を基に、本学の目指す方向性を定め、一致団結して教職員各位と共有し、大学改革をこれまで進めてきた。

この間、学長直轄の組織である経営企画室において、教育、研究、国際化、社会・地域連携、管理・運営の各項目毎に、アクションプランとその実行のために策定したロードマップについてPDCAを毎年回し、業務の検証を行った。検証結果とそれに基づく評価により、既に実行済みや修正すべき点及び重複している項目がいくつか見られたこと、2030年に向けた国連の持続可能な開発目標（SDGs）及び2018年に閣議決定された第3期の海洋基本計画の内容を加味すべきであること等に鑑み、種々検討した結果を踏まえて、ビジョン2027バージョン2（v.2）の作成に至った。ここに、新たなアクションプランを公表する次第である。

今後、この「ビジョン2027（v.2）」を実施する際には、従前どおり、徹底した経費削減を行い、全学の資源を有効に活用して行くとともに、厳格な評価の基に、教育、研究、国際化、社会・地域連携、管理・運営の質の向上をより一層図って行く所存である。教職員、学生、同窓生の一人ひとりの積極的な協力が欠かせない。これまで以上に、暖かいご支援、ご鞭撻のほどお願い申し上げます。（2019年4月1日）



東京海洋大学長
竹内 俊郎

Vision 2027 Version2 Message

Tokyo University of Marine Science and Technology (TUMSAT) presented Vision 2027 – Seeking New Frontiers in Marine Science and Technology – in October 2015. It is based on the determination that we must become a center for education and research in the marine science and technology fields, which will become increasingly important in the future for Japan as a maritime nation, evolve into a university with a strong reputation, in Japan and overseas, for its standards and originality, and develop the human resources to carry marine science and technology forward into tomorrow, and for creating new industries. In order to achieve this, as a leading player in the search for new frontiers in marine science and technology, TUMSAT prepared Vision 2027 with the aim of sharing our medium-to-long term policies. For the past three and a half years, under Vision 2027, we have been setting a course for TUMSAT to head in and all faculty members and university staff have been united in promoting shared university reform.

During this time, we have implemented Plan-Do-Check-Act (PDCA) cycles every year and verified work for the Action Plan and the Roadmap to implement it that we formulated in each of the areas of education, research, internationalization, social and community partnerships, and management and operations in the Administrative Planning Office, which is under the direct supervision of the President. The results of a wide-ranging review have led to the creation of Vision 2027 (v.2). The review takes into account the discovery of a number of points that have already been implemented or that should be modified and duplications through the results of the verification and the evaluation based on the results, and the fact that we need to include the UN's sustainable development goals (SDGs) for 2030 and the content of the Third Basic Plan on Ocean Policy decided by the Cabinet in 2018. Hence, we have decided to present a new Action Plan.

In implementing Vision 2027 (v. 2) going forward, it will be vital to carry out comprehensive cost reductions and effectively utilize the resources of the entire university as in the past. We are also committed to continuing to further enhance the quality of education, research, internationalization, social and community partnerships, and management operations based on rigorous evaluations. The active cooperation of every single faculty member, university staff, student, and alumni will be indispensable, I look forward to your support and encouragement more than ever before.

April 1, 2019
Toshio Takeuchi President Tokyo University of Marine Science and Technology

> ①教育 Education

教育ガバナンス・教学マネジメントの確立
Establish educational governance and educational management

> ②研究 Research

世界トップクラスの研究推進・若手人材の育成
Promote top-class world research and develop young human resources

> ③国際化 Internationalization

国際性豊かなキャンパスの創造
Create a cosmopolitan campus

> ④社会・地域連携 Social and Community Partnership

地域創生の推進・研究支援人材の育成
Promote regional creation and develop human resources for research administration

> ⑤管理・運営 Management and Operations

学長のリーダーシップによる効率的・合理的な
ユニバーシティ・ガバナンスの実現
Implement efficient, rational university governance
based on the leadership of the President

アクションプラン概要

Vision 2027_{Version 2} Action Plan

はじめに

東京海洋大学は2003年10月、東京商船大学と東京水産大学が統合して誕生した、海洋・海事・水産分野の教育・研究を担うわが国唯一の海洋系総合大学である。両大学の前身は、ともに100年を超える長い歴史を持ち、本学はその伝統と個性・特徴を継承するとともに、時代の要請に応えて、新たな教育研究分野への展開を図り、有為な人材を世に送り出してきた。今般、統合により海洋に関する総合的な「科学と技術(Science and Technology)」の大学として生まれ変わった。

我が国の海洋基本法は、「海洋の平和的かつ積極的な開発・利用と海洋環境の保全との調和を図る新たな海洋国家の実現を目指す」としている。今日、アジア・太平洋地域においては法に基づく海洋秩序の確立が求められ、また東日本大震災を踏まえたエネルギー戦略の見直しの過程で、海洋エネルギー・鉱物資源開発等への期待が高まっている。このような中で本学は、海洋国家としての日本にとって益々重要となる海洋に関する学術諸分野の教育・研究の拠点となり、その水準と独創性を持って国内外で高い評価を受ける大学へと進化発展し、明日の海洋分野を担い新たな産業を創造する人材を育成しなければならない。海洋の未来を拓くトップランナーとしてその実現を図るため、中長期的な方向性の共有を目指した「ビジョン2027—海洋の未来を拓くために—」を策定したものである。

Introduction

Tokyo University of Marine Science and Technology (TUMSAT) was established in October 2003 through the merger of Tokyo University of Mercantile Marine and Tokyo University of Fisheries. It is Japan's only university dedicated to marine science and technology, with responsibility for teaching and research in the areas of marine science and maritime technology and fisheries science. Both predecessor universities had long histories dating back over 100 years, and TUMSAT has inherited their traditions and cultures, in addition to expanding into new areas of education and research and meeting the demands of the times, in order to produce talented human resources. The merger has resulted in these universities' rebirth as a dedicated "Science and Technology" university. The stated purpose of Japan's Basic Act on Ocean Policy is "to realize a new oceanic State in harmonization of the peaceful and positive development and use of the oceans with the conservation of the marine environment." Today, the legal establishment of an international order of the seas is being sought in the Asia Pacific region. In addition, there have been rising expectations for the development of marine energy and mineral resources during the process of reviewing Japan's energy strategy in light of the Great East Japan Earthquake. In this environment, TUMSAT must become a center for education and research in the marine science and technology fields, which will itself become increasingly important for Japan as a maritime nation. It will evolve into a university with a strong reputation, in Japan and overseas, for its standards, originality, and development of the human resources to carry marine science and technology forward into tomorrow, and for creating new industries. In order to achieve this, as a leading player in the search for new frontiers in marine science and technology, TUMSAT has prepared Vision 2027—Seeking New Frontiers in Marine Science and Technology—with the aim of sharing our medium-to-long-term policies.



1 教育

国際的な基準を満たす質の高い教育を保証するカリキュラムを組み立て、海洋分野で世界をリードする独創的な教育プログラムの構築を図るとともに、国内外の海洋関連機関との連携を行いながら、世界最高水準の教育を実施し、産官学のリーダーを輩出する。

Education

TUMSAT will develop a curriculum to ensure high quality education that meets international standards and will create original, world-leading educational programs in marine science and technology. In addition, we will collaborate with marine-related institutions in Japan and overseas while providing the world's highest standard of education to produce numerous leaders of industry, government, and academia.

I 国際的な基準を満たす質の高い教育

- ① ボローニャ・プロセス(欧州の高等教育システムの統一的な改革)、ワシントン・アコード(技術者教育の実質的同等性を相互承認するための国際協定)等の教育の質保証に関する国際的な基準に準拠した教育課程の構築及び検証
- ② 国際的な基準に基づくダブルディグリーへの推進(将来的にはジョイントディグリーへの展開も視野に入れる)
- ③ ポートフォリオの導入及び教学IRの活用により学生の学修状況を可視化・公表(教育の質保証)
- ④ 学事暦の柔軟な運用、統一GPAの導入

II 海洋分野で世界をリードする独創的な教育プログラム

- ① 外国の大学との学生交流・単位互換・共同学位プログラムの促進
- ② 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教育プログラムの構築
- ③ サマースクールの開講(英語による実施、グローバル化の推進)
- ④ 学部・大学院授業の英語化推進
- ⑤ 学部～大学院博士前期課程までディプロマポリシー、カリキュラムポリシーを関連付けた6年一貫教育による体系的な教育課程編成
- ⑥ 教員の教育力強化(FD活動の推進)
- ⑦ アクティブラーニングの拡充・教育効果の向上(附属図書館のリソースを活用)

III 国内外の海洋関連機関との連携

- ① 連携目的を明確にした、機構、研究所、大学、企業等との連携推進
- ② 教育人材確保のためのクロスアポイントメント制度の活用
- ③ 外国の大学・研究機関等との連携推進(共同学位プログラム、海外インターンシップ等)

IV 産官学のリーダーを輩出

- ① 大学の人材養成の目標を踏まえ、教学IRに基づきアドミッションポリシーに沿った入学者選抜の推進
- ② TA、RA、チューターによるリーダーシップ体験等、産官学のリーダーに求められるリーダーシップを涵養する教育支援の実施、アクティビティの拡充
- 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(国家試験対策)
- ④ 産官学のリーダーに求められるリーダーシップを涵養する教育方法の実施
- ⑤ 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の育成



I High-quality education that meets international standards

- ① Develop and verify a curriculum that meets international standards for ensuring the quality of education, such as those of the Bologna Process (a reform process aimed at integrating European higher education systems) and the Washington Accord (an international agreement for mutual recognition of substantial equivalence of engineering qualifications)
- ② Promote double degrees based on international standards (and consider the future possibility of extension to joint degrees)
- ③ Visualize and publicize the academic progress of students through the introduction of portfolios and the use of institutional research (ensure quality of education)
- ④ Manage the academic calendar in a flexible manner and introduce standard GPAs

II Original, world-leading educational programs in marine science and technology

- ① Promote student exchanges with overseas universities, credit transfer systems, and joint degree programs
- ② Create educational programs that capitalize on TUMSAT's facilities, including Training and Research Vessels and the Field Science Center
- ③ Establish a summer school (run in English to promote globalization)
- ④ Promote increased use of English in undergraduate and graduate classes
- ⑤ Organize a systematic curriculum based on six years of integrated education with a connected diploma policy and curriculum policy that extends from the undergraduate level through to Master's programs
- ⑥ Strengthen the teaching capabilities of faculty members (promote faculty development (FD) activities)
- ⑦ Enhance active learning and improve educational effectiveness (utilize resources of the University Library)

III Collaborate with marine-related institutions in Japan and overseas

- ① Promote collaboration with organizations, research institutions, universities, corporations, and other bodies with a clear objective for collaboration
- ② Utilize the system for cross appointments to secure educational human resources
- ③ Promote collaboration with overseas universities, research institutions, and other bodies (joint degree programs, overseas internships, etc.)

IV Produce numerous leaders of industry, government and academia

- ① Promote selection of entrants in accordance with admission policy grounded in institutional research based on the objective of university human resource development
- ② Implement educational support and enhance activities that foster the leadership required for leaders of industry, government, and academia, such as the experience of leadership through teaching assistant, research assistant, and tutor positions
- ③ Develop career and study support aimed at producing leaders in government administration (focus on national examinations)
- ④ Implement educational methods that foster the leadership required for leaders of industry, government, and academia
- ⑤ Develop human resources with the ability to take on global challenges and demonstrate outstanding leadership even in different cultures



2 研究

Research

科学技術の未来像を海洋分野で具現化する中心を担いつつ、海洋・海事・水産各分野におけるトップクラスの研究および産業界と緊密に連携した実学重視の研究を行う。

TUMSAT will take a central role in shaping the vision for marine science and technology of the future, while conducting top-class research in the fields of marine science and maritime technology and fisheries science with research focused on practical learning in close partnership with industry.

I 組織的な研究支援体制の構築 および制度の充実

- ① 競争的資金の獲得に向け、説明会を実施するなど支援体制を強化する。
- ② 異分野融合で実施している研究課題等を学内重点研究課題に設定し、戦略的にURA等を配置し、外部資金を獲得するための支援体制を構築する。
- ③ 研究成果に基づく受賞状況(学術賞、学会賞等)/論文数・被引用数/高インパクトファクターな学術誌への掲載/研究資金の獲得状況を把握し、優れた成果を上げた研究者等にインセンティブを付与する。
- ④ 学内研究施設・設備の整備、充実を図り、実学を重視した研究成果に基づく国内外の産業界との共同研究を推進する。
- ⑤ 組織的に外部資金を獲得するために、他大学や包括連携機関、産業界等との研究ネットワークを充実する。
- ⑥ 本学の研究成果について、大学、附属図書館及び産学・地域連携推進機構のホームページを用いて情報発信するとともに、積極的に(定期的に)プレスリリースする体制を構築する。
- ⑦ 公正な研究活動を推進するため、e-learningによる研究倫理教育を着実に実施するとともに、研究倫理意識の醸成に向けた取り組みを充実する。

II 将来におけるトップクラスの研究を支える人材育成

- ① 大学全体の研究力を向上させるため、基盤的あるいは挑戦的な研究を推進する若手研究者へ経験豊富なメンター等を配置するなどし、組織的に研究を推進させ管理運営も含めた研究推進能力の向上を図る。
- ② 政府機関や自治体、他大学、関連産業界との交流を図るとともに、国際シンポジウムでの発表や論文投稿等の研究成果の公表を促進する。
- ③ 産学・地域連携推進機構、船舶・海洋オペレーションセンター等において、研究を支援する人材を育成する。

III 国際レベルでの競争力強化 および共同研究の充実

- ① 本学研究者の成果(論文)について、世界に向けて情報発信し、国際共同研究と国際共著論文数(被引用数)を増加させる。
- ② 海外での国際的な学会及びシンポジウムに対して本学研究者(大学院生、教員)や職員の参加を促進する。
- ③ 国際レベルでの研究力強化及び共同研究の充実のため、外国人研究者の受入れ及び国際シンポジウム・セミナー等の開催を積極的に推進する。
- ④ 水圏科学フィールド教育研究センターや練習船等の施設を利用し、国内外の研究機関に所属する研究者との共同研究や政府機関からの受託事業等による海洋調査等を実施し、その成果を(国際的に)発信する。
- ⑤ 地球規模課題への取り組みであるSDGs(Sustainable Development Goals(持続可能な開発目標))や国連「持続可能な開発のための海洋科学の10年」等に関連する国際的共同研究を推進するほか、Sea Grant Program等との国際連携を図る。



I Create organizational structures to support research and enhance systems

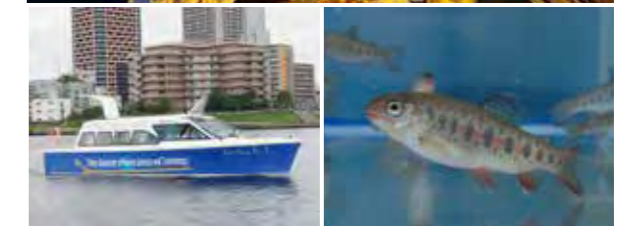
- ① TUMSAT will strengthen the system of support, including the holding of briefing sessions, aimed at the acquisition of competitive research funding (enhance systems and structures to prevent misconduct related to research activities and unauthorized use of public research expenses, in order to advance research and acquire competitive research funding in an appropriate way).
- ② TUMSAT will create a system to support the acquisition of external research funding, including the strategic placement of University Research Administrators (URAs), and other staff on the base of the establishment within the university of priority research projects, including interdisciplinary research projects.
- ③ TUMSAT will identify the recipients of awards (academic awards and academic society awards) based on research results, number of published papers and citations, publication in high-impact academic journals, and acquisition of research funding and will grant incentives to high-achieving researchers.
- ④ TUMSAT will seek to establish and enhance the university's research facilities and equipment and promote university-industry joint research in Japan and overseas based on research results, focused on practical learning.
- ⑤ TUMSAT will enhance its research networks with other universities, institutions with which TUMSAT has comprehensive partnerships, industry, and other bodies in order to acquire external research funding in an organized manner.
- ⑥ TUMSAT will disseminate information about its research results via the university, University Library, and Office of Liaison and Cooperative Research websites in addition to creating system to make active (regular) press releases.
- ⑦ TUMSAT will steadily implement research ethics education through e-learning and enhance initiatives aimed at fostering awareness of research ethics in order to promote research integrity.

II Develop human resources to support top-class research in the future

- ① TUMSAT will seek to promote research in an organized manner and to enhance research promotion capabilities, including management and operational capabilities, through such means as assigning experienced faculty members and other staff to young researchers pursuing fundamental or challenging research in order to improve research capabilities across the university.
- ② TUMSAT will develop interactions with government institutions, local governments, other universities, and related industries and to publish research results through presentations at international symposiums and submission of papers.
- ③ TUMSAT will develop human resources to provide support for research at the Center for Marine Research and Operations, the Office of Liaison and Cooperative Research, and other bodies.

III Strengthen competitiveness on the international level and enhance joint research

- ① TUMSAT will disseminate information on the research results (papers) of the university's researchers around the world to increase international joint research and the number of international joint papers (number of citations).
- ② TUMSAT will encourage the university's researchers (graduate students and faculty members) and staffs to take part in international academic conferences and symposiums overseas.
- ③ TUMSAT will actively promote the hosting of researchers from overseas and the holding of symposiums, seminars, and other academic meetings in order to strengthen its research capabilities at the international level and to enhance joint research.
- ④ TUMSAT will use facilities such as the Field Science Center and its Training and Research Vessels to conduct joint research with researchers affiliated with research institutions in Japan and overseas and ocean surveys through projects commissioned by government organizations, and will disseminate the results (internationally).
- ⑤ TUMSAT will promote international joint research related to the Sustainable Development Goals (SDGs) and the United Nations Decade of Ocean Science for Sustainable Development, which are initiatives aimed at global-scale challenges, as well as seeking international collaboration with the Sea Grant program and other efforts.



海事・水産分野が我が国の近代化過程において最先端の国際性を有してきた伝統に立脚し、グローバル時代にふさわしい国際性豊かなキャンパスを創造する。

I 多文化交流が可能な国際性豊かなキャンパス

～多様な留学生、海外研究者の受入れと協働の推進～

- ① 優秀な留学生の受け入れ増加(住環境整備と経済支援の充実、留学希望者向け広報の充実、留学生受入れ教員への支援とインセンティブの付与)
- ② 多様な背景をもつ留学生たちが学ぶ環境形成(英語による講義の増加、日本でのインターンシップの促進と就職支援)
- ③ 外国人留学生と日本人学生の協働による活性化(学内交流や社会貢献事業の実施、チューター制度の充実)
- ④ 外国人研究者の受入れ及び本学における国際シンポジウム・セミナー開催によるキャンパスのグローバル化の促進
- ⑤ 外国人教員及び外国人研究者の受入れ環境の更なる改善(支援する体制の整備、住環境の整備等)
- ⑥ SDGsについて、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取り組む環境の形成

II 多様なグローバル人材の育成

～日本人学生と研究者、教員の海外派遣～

- ① 日本人学生の短期派遣、長期派遣の促進(交流協定校やJICA等との連携に基づく海外派遣と海外インターンシップの充実、学事暦・カリキュラムの柔軟化)
- ② 外部英語資格試験(TOEIC、TOEFL等)を活用した英語コミュニケーション能力の向上と海外経験のある入学者の受入れ整備
- ③ 海外で活躍する(海外と連携、共同研究できる)教員・研究者の育成と支援(若手教員の海外派遣の推進等)

III 海外との連携及び共同研究・教育事業の展開

～大学が海外に展開していくために～

- ① 海外の大学や機関等との研究・教育における連携強化(交流協定機関との連携の整備・強化、交流協定校窓口教員への支援)
- ② 政府系(研究)機関との連携に基づく海外との研究協力の充実
- ③ 国際ネットワークへの大学としての参画
- ④ 附属練習船を活用した国際交流の実施
- ⑤ 本学国際交流に関する情報発信の拡大(日英ホームページの充実・e-TUMSAT配信による海外アラムナイの整備・充実:ResearcherIDを用いた海外研究者への発信:留学経験者による学内外への発信)

IV 国際交流を推進する組織体制の強化

- ① 国際交流推進室及びグローバル教育研究推進機構の整備・充実
- ② 国際経験豊かな職員の養成
- ③ 国際交流のための専門性の高いスタッフの確保



Internationalization

TUMSAT will create a cosmopolitan campus suited to the global age, building on the tradition of the maritime technology and fisheries science sector as a pioneer of internationalism during the process of Japan's modernization.

I Promote a cosmopolitan campus that facilitates multicultural exchange and admission of and collaboration with diverse foreign students and researchers

- ① Increase admission of outstanding international students (improve residential environment and enhance financial support, enhance public relations and information for prospective international students, and provide support and incentives for supervisors of international students)
- ② Create a learning environment for international students from diverse backgrounds (increase lectures in English, promote internships in Japan, and provide support for finding employment)
- ③ Create stimulus through cooperation between international students and Japanese students (implement on-campus exchange and social contribution projects and enhance system of student tutors)
- ④ Encourage campus globalization by hosting researchers from abroad and holding international symposiums and seminars at the university
- ⑤ Further improve the environment for hosting faculty members and researchers from overseas (establish support systems, improve residential environment, etc.)
- ⑥ Establish an environment for international students, researchers from overseas, the university's students, and faculty members to address the SDGs in partnership from an international perspective

II Develop diverse globally-minded human resources; send Japanese students, researchers, and faculty members overseas

- ① Encourage short-term and long-term dispatch programs for Japanese students (enhance overseas dispatch and overseas internships based on collaboration with overseas partner institutions and international cooperation organizations such as JICA and increase the flexibility of the academic calendar and curriculum)
- ② Enhance English-language communication capabilities using external English-language qualification exams (TOEIC and TOEFL, etc.) and provide for admission of entrants with experience overseas
- ③ Develop and support faculty members and researchers (through promotion of overseas dispatch and other assignments abroad for young faculty members) to play active roles overseas (with the ability to collaborate with institutions overseas and to engage in joint research)

III Develop overseas collaboration, joint research, and educational projects for globalization of the university

- ① Strengthen collaboration with overseas universities and institutions, etc. in research and education (establish and strengthen collaboration with overseas partner institutions and provide support for faculty members who act as points of contact with overseas partner institutions)
- ② Enhance overseas research cooperation based on collaboration with government-related (research) organizations
- ③ Participate in international networks as a university
- ④ Hold international exchange events utilizing the university's Training and Research Vessels
- ⑤ Increase the dissemination of information about TUMSAT's international exchanges (enhance Japanese and English websites, develop and expand the overseas alumni network through delivery of e-TUMSAT, disseminate information to overseas researchers using Researcher IDs, and encourage information dissemination to the inside and outside of TUMSAT by students who have studied abroad)

IV Strengthen the organizational system that promotes international exchange

- ① Establish and enhance the International Exchange Promotion Office and the Global Education and Research Office
- ② Train staff with substantial international experience
- ③ Recruit highly specialized staff for international exchange



社会・地域連携



Social and Community Partnership

本学における教育・研究の成果をもって、我が国および世界の地域社会や海洋関連産業界との連携を強化し、諸課題の解決や産業振興に貢献する。

TUMSAT will strengthen its collaboration with local communities in Japan and around the world, as well as with marine-related industries, to contribute to solving a range of problems and to industrial development based on the results of our education and research.

I 海洋・海事・水産分野における地域産業振興と新たな産業や事業の創出への貢献

- ①SDGsを踏まえ、Blue Economyの実現に取り組み、国内や海外の産業界及び研究機関、政府機関・自治体等との協働を強化する。
 - ▶協働・連携する機関と共同で解決すべき課題を特定する。
 - ▶共同研究等の成果の移転や技術指導によって、課題解決に向けた展開を行う。
- ②国内や海外の特定地域における再生・創生モデルの構築
 - ▶第3期に新たに対象地域を選定し、地元密着の課題解決型プロジェクトを展開し、成功事例を創出する。
 - ▶第4期に成功事例を検証・モデル化し、国内外への普及展開を図る。
- ③大学の特性を活かしながら、他大学、民間企業、自治体、金融機関等との多様な協働・連携によって、地域や産業にイノベーションと新たな事業の創出を促す。
 - ▶地域において産学官金民の連携による拠点整備とビジネス創出支援を行う。
- ④研究成果や大学施設設備の地域社会・産業界への供与や開放を行う。
 - ▶知的財産・特許等を基にした新たな事業や産業の創出に貢献する。

II 海洋・海事・水産分野におけるイノベーションに貢献する高度研究支援人材の育成

- ①水産海洋イノベーションコンソーシアム構築事業により、大学間連携を基軸に産学官金コンソーシアムを構築してURAを配置し、課題解決への実践的取り組みを通じて高度研究支援人材(イノベーションオフィサー)を育成する。

III 国民の海洋および海洋・海事・水産関連産業に関わる理解促進、地域社会等における連携と新たな地域創生への展開

- ①大学は学術文化を継承し、新たな文化の発信拠点であることを十分認識し、本学の特徴たる海洋教育や実学的研究の成果、資産・施設を社会に開き、地域の文化再生や次世代の海洋産業を担う人材の育成、新たな産業地域の創生へ貢献する。
 - ▶本学が保有する船舶、附属図書館、水圏科学フィールド教育研究センター等の共同利用施設を利活用し、研究活動をはじめとする広報アウトリーチを担う人材、URAを持続的に育成し、展開する。
 - ▶保有資産を活用し、若年層への啓発を積極的に実施し、海洋への興味関心を高め、次世代の海洋・海事・水産関連産業を担う人材を地域に定着させる。
 - ▶国内外の政府・機関、自治体、産業界、研究機関等との広域連携を構築する。



I Contribute to the development of regional industries and the new industry creation in the marine science and maritime technology and fisheries science sectors

- ①TUMSAT will strive to achieve a Blue Economy based on the SDGs and strengthen collaboration with industry and research institutions, government organizations, local governments, and other bodies in Japan and overseas.
 - ▶TUMSAT will identify problems that need to be solved jointly with collaborating and cooperating organizations.
 - ▶TUMSAT will undertake development aimed at problem solving through the transfer of the results of joint research and technical guidance.
- ②Build regional revitalization and creation models in specific areas in Japan and overseas
 - ▶In Phase 3, we will select new target regions, develop community-based problem-solving projects, and create successful examples.
 - ▶In Phase 4, we will verify the successful examples to build models with the aim of applying the models widely in Japan and overseas.
- ③While taking advantage of the special characteristics of a university, TUMSAT will encourage innovation and the creation of new businesses by regions and industries through diverse forms of collaboration and cooperation with other universities, private sector corporations, local governments, financial institutions, and other bodies.
 - ▶TUMSAT will establish centers and provide support for local business creation in collaboration with industry, academia, government, and financial and private sectors.
- ④TUMSAT will grant and provide access to research results and university facilities and equipment for local communities and industry.
 - ▶TUMSAT will contribute to the creation of new businesses and industries based on intellectual property rights and patents.

II Develop human resources to administrate and to support advanced research that contributes to innovation in the marine science and maritime technology and fisheries science sectors

- ①Under the Fisheries-Marine Innovation Technologies Consortium project, TUMSAT will train human resources for innovation officers to support advanced research through the placement of university research administrator (URA) to build a consortium composed of industry-academia-government-finance based on inter-university collaboration and practical initiatives aimed at problem solving.

III Promote understanding of the oceans and of industries related to marine science and maritime technology and fisheries science among the general public, and develop into regional revitalization and creation in collaboration with local communities and others

- ①Fully recognizing that universities inherit an academic culture and are the starting point for the dissemination of new culture, TUMSAT will open up its unique maritime education, practical research results, and assets and facilities to the community in contribution to revitalizing local culture, fostering the human resources needed to carry next-generation marine industries forward, and creating new industrial areas.
 - ▶TUMSAT will continually train and develop human resources and URAs to carry forward public relations and outreach education that includes research activities using common facilities, such as the university's Training and Research Vessels, the University Library, and the Field Science Center.
 - ▶TUMSAT will use its assets to actively educate young people and raise their interest in and concern about the oceans to establish the human resources to carry forward next-generation local industries related to marine science and maritime technology and fisheries science.
 - ▶TUMSAT will build extensive collaboration with governments and organizations, local governments, industry, research institutions and other organizations in Japan and overseas.



学長のリーダーシップの下、効率的・合理的な管理・運営が行われるユニバーシティ・ガバナンスを実現する。また、多様な外部研究資金はもちろん、新しい時代の国立大学法人にふさわしい多様な資金を確保し、無駄のない財務運営を通して、学生の勉学や課外活動等に十分な施設と環境を整備する。一方、教職員に対しては、教育・研究・社会貢献・管理運営に邁進できるよう、業績評価と能力評価、並びにそれらを適切に反映する給与体系を構築する。*女性が安心して働ける職場環境の整備を推進する。

Under the leadership of the President, TUMSAT will achieve a university governance that facilitates efficient and rational management and operations. In addition, by not only securing a range of external research funding, but also obtaining diverse funding and practicing lean financial management appropriate for the new era of National University Corporations, we will establish facilities and an environment adequate for the study and extra-curricular activities of students. Meanwhile, we will develop performance and competency evaluations, as well as a salary structure that adequately reflects these evaluations, for faculty members and administrative employees so that education, research, social contribution, and management and operations can be promoted.
*TUMSAT will promote the establishment of a workplace environment where women staff can perform to their fullest ability.

I 効率的・合理的な管理・運営が行われる
ユニバーシティ・ガバナンスを実現

- ①業務の改善
 - ▶業務の簡素化及び業務の見える化を図るための業務の整理（重複業務の整理、定型・非定型業務の仕分け）及び業務のマニュアル化並びにAI及びICTの活用
 - ▶分かりやすい事務処理担当部署等が記載された、初任者研修にも活用できる教員向けハンドブックの作成
 - ▶共同調達の検証及び検討による事務の効率化・合理化の構築
- ②広報活動の改善
 - ▶オープンキャンパスや公開講座等と関連付けた、参加者への情報公開状況についてのアンケート結果等に基づく検証及び改善
 - ▶広報に関する専門性を持った人員の配置
 - ▶HPの充実（外国語HPの充実を含む）、報道機関との懇談会の活用による情報発信の強化
- ③組織・組織運営の改善
 - ▶教員配置戦略会議の具体化、明確化、各部門等をつなぐ体制の整備
 - ▶本部とセグメントにおける役割の明確化、権限の明確化、責任体制の明確化
 - ▶学内共同利用施設、特定事業組織、全学委員会等の運営状況等の検証、改廃についての検討
 - ▶経営協議会、アドバイザリーボード、産学連携体制等から得られた学外者からの意見を検証し実行するPDCAサイクルの構築
 - ▶新たな予算配分方式の導入によるメリハリのある予算管理及び執行管理の構築
 - ▶IR (Institutional Research) 活動の推進（ファクトブックの運用）
 - ▶校友会の運営と活用（卒業生の動向調査、帰国留学生の組織化）
- ④危機管理体制の改善
 - ▶危機管理体制の責任の明確化、周知の徹底及び点検・改善
 - ▶防災訓練等におけるテーマの明確化
 - ▶情報セキュリティの強化

II 多様な資金を確保し、
無駄のない財務運営

- ①経費節減
 - ▶共同調達の検証及び検討による事務の効率化・合理化の構築（再掲）
- ②自己収入の獲得
 - ▶戦略的かつ効果的な基金活動の促進
 - ▶余裕金を活用した資金運用体制の整備及び安全かつ効率的な運用の実施

III 学生の勉学や課外活動等に
十分な施設と環境を整備

- ①施設整備・維持管理の改善
 - ▶施設のユニバーサルデザイン化及びバリアフリー化等によるより良い教育環境の構築
 - ▶土地の有効活用を含め、多様な財源を活用した施設整備（混住型機能を含む学生寮等の建設）
- ②施設の有効活用
 - ▶施設計画委員会等での使用状況の把握、スペース再配分等の確実な実行
 - ▶使用頻度に応じた施設・建物の管理の改善
 - ▶各施設を利用したイベントの実行

IV 業績評価と能力評価、ならびに
それらを適切に反映する給与体系を構築

- ①評価制度の改善
 - ▶各分野（教育、研究、社会貢献、管理運営）における教員の役割分担及び役割明確化を考慮した教員評価制度の見直し（評価項目の見直し、評価の重みづけ等の改善）
 - ▶事務系職員の人事評価の実施
- ②研修制度の改善
 - ▶教員及び職員を対象とした研修の充実（FD、SDのほか、事務職員の長期海外研修制度、事務職員を対象とした「研究プロジェクト」研修等）
 - ▶研修のカルテ化
- ③その他人事制度等の改善
 - ▶サバティカル制度の導入
 - ▶専門性を有する職員の制度構築

V 女性が安心して働ける
職場環境の整備

- ①男女共同参画関係等の取組の拡大



I Implement university governance that facilitates
efficient and rational management and operations

- ①Improve operations
 - ▶Organize operations in order to simplify and visualize them (streamline duplicated operations and distinguish between routine and non-routine operations), prepare manuals for operations, and utilize AI and ICT
 - ▶Prepare handbooks for faculty members that can also be used in training for new appointees which provide easy-to-understand explanations of departments and other units in charge of administrative processing
 - ▶Verify joint procurement and establish greater administrative efficiency and rationalization based on review
- ②Improve public relations activities
 - ▶Implement verification and improvement based on results from surveys of participants associated with open campus, public lectures, and other activities about the status of information disclosure
 - ▶Assign personnel with expertise in public relations
 - ▶Strengthen dissemination of information through website enhancement (including foreign language website enhancement) and use of informal meetings with the press
- ③Improve organizations and organizational operations
 - ▶Give shape to and make explicit the Faculty Assignment Strategy Committee and establish structures to connect each department
 - ▶Clarify role and authority of segments and headquarters and clarify system of responsibility
 - ▶Verify the status of operations of Education and Research Institutions, Project Division, and all university committees and investigate reorganization
 - ▶Create a Plan-Do-Check-Act (PDCA) cycle to verify and implement views from people outside the university obtained through the Administrative Council, Advisory Board and industry-academia collaboration systems
 - ▶Develop correctly focused budget management and executive management by introducing new budget allocation methods
 - ▶Implement institutional research (IR) activities (manage fact book)
 - ▶Manage and utilize alumni association (survey graduate trends and organize international students who return to their home countries)
- ④Improve the crisis management system
 - ▶Clarify responsibility for the crisis management system, ensure awareness, and implement inspections and improvements
 - ▶Clarify the themes in disaster prevention training
 - ▶Strengthen information security

II Secure diverse funding and practice lean
financial management

- ①Cost reductions
 - ▶Verify joint procurement and establish greater administrative efficiency and rationalization based on review (aforementioned)
- ②Obtain self-generated income
 - ▶Promote strategic and effective endowment activities
 - ▶Improve fund management system for surplus funds and implement secure and effective management

III Establish facilities and an environment adequate
for the study and extracurricular activities of students

- ①Improve the provision, maintenance, and management of facilities
 - ▶Create a more positive educational environment by using universal design for facilities, making facilities accessible and other means
 - ▶Utilize diverse financial resources, including effective land utilization, to provide facilities (construction of student accommodation and other facilities that include mixed functions)
- ②Effective utilization of facilities
 - ▶Identify utilization status by the Facilities Planning Committee and ensure reallocation of space
 - ▶Improve facility and building management based on frequency of use
 - ▶Run events utilizing each facility

IV Develop performance and competency evaluations
and salary structures to reflect
these evaluations adequately

- ①Improve the evaluation system
 - ▶Review faculty evaluation system considering division and clarification of roles of faculty members in each area (education, research, social contribution, and management and operations) (review evaluation items and improve evaluation weighting and other aspects)
 - ▶Implement personnel evaluations for administrative staff
- ②Improve training systems
 - ▶Enhance training for faculty members and university staff (including long-term overseas training system for administrative staff, and "Research project" training for administrative staff in addition to faculty development and staff development)
 - ▶Create training records
- ③Improve other personnel systems, etc.
 - ▶Introduce a sabbatical system
 - ▶Develop systems for specialized staff

V Establish a workplace environment
where women staff can perform to
their fullest ability

- ①Expand gender equality initiatives

