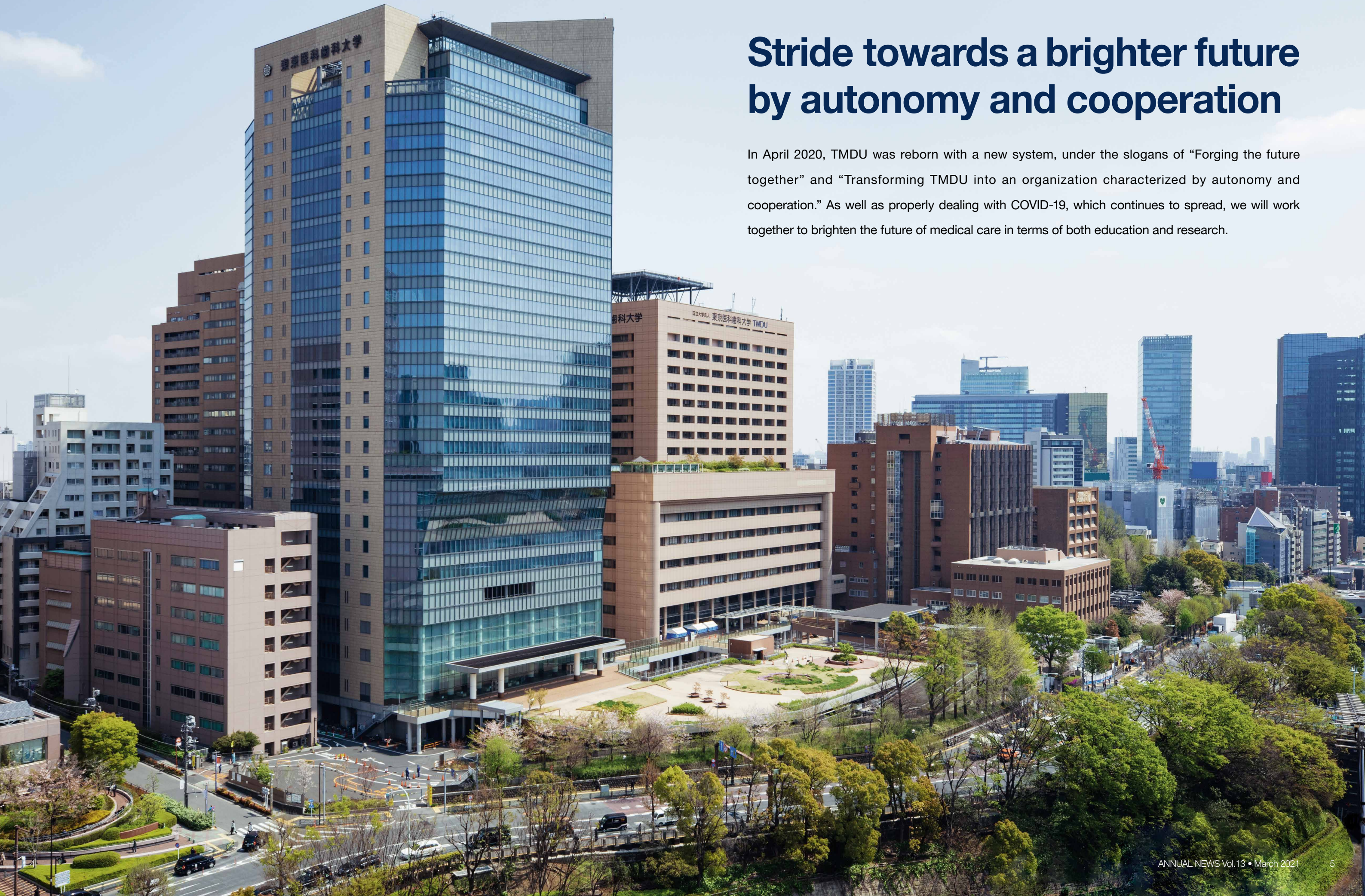


Stride towards a brighter future by autonomy and cooperation

In April 2020, TMDU was reborn with a new system, under the slogans of “Forging the future together” and “Transforming TMDU into an organization characterized by autonomy and cooperation.” As well as properly dealing with COVID-19, which continues to spread, we will work together to brighten the future of medical care in terms of both education and research.



Management Policy of TMDU

Yujiro Tanaka

President

PhD in Medicine, the president of TMDU. After graduating from the School of Medicine, Faculty of Medicine, TMDU in 1980, he completed the Doctoral Program in Internal Medicine at TMDU Graduate School of Medicine in 1985. His research areas are gastroenterology and medical education. After working as a professor at the Graduate School of Medical and Dental Sciences, the Director of the TMDU Medical Hospital, the Director of TMDU Sports Science Organization, he assumed his current position in April 2020.



It has been almost a year since I took office as the president of TMDU in April 2020. TMDU's vision of "Cultivating Professionals with Knowledge and Humanity, thereby Contributing to People's Well-being" will remain unchanged and continue to be the polestar of my administration. Complementing this vision will be my policy of "Forging the future together" which I introduced upon taking office as president. And now with our combined efforts to confront the ongoing challenges posed by COVID-19, I think this policy links well to our motto of "Protecting patients and colleagues from COVID-19."

As another major goal of the university we are dedicated to "creating an open, optimistic university characterized by autonomy and cooperation encompassing all the faculty

and staff." The phrase "autonomy and cooperation" represents the attitudes of individual faculty and staff members in creating a sense of unity, by cooperating with each other, while thinking and acting independently.

Since assuming office as the president, I have also emphasized the importance of diversity and inclusion, which are represented by the word "open." Based on these, my ultimate goal is to create an "optimistic university" where everyone involved can stay in a positive mindset. In addition, backed by the recent accreditation of our university as a Designated National University Corporation, we will deliver a new total healthcare model to society and the world. I think this is an important mission assigned to us today.



Tetsushi Furukawa

Executive Director /
Executive Vice President
(Research and University
Innovation)

TMDU will become a designated national university in 2022, and aim at becoming a comprehensive medical university that makes total healthcare services a reality. We will, therefore, implement inclusive measures with the combined efforts of the Faculty of Medicine and Faculty of Dentistry, as well as nursing, laboratory science, and oral health engineering sectors, and various research institutes. Passion is needed to carry out innovative research. I hope to nurture the culture and environment that allow researchers to realize their dreams with academic freedom and responsibilities, and link these to releasing research that has an impact on society.



Noriyuki Wakabayashi

Executive Director/
Executive Vice President
(Education)

In order to foster medical professionals desired by society and the world's leading researchers, we will verify teaching methods and enhance the education and research organization. We will also work on inter-university education, on-line education using virtual reality technology, international exchange through various programs, introduction of data science and AI education, etc. We will establish a system to constantly verify the contents of courseworks and teaching methods through curriculum innovation, and thereby will foster leaders who can drive the rapid evolution of medical care resulting from the information technology innovation.



Atsushi Ohkawa

Executive Director/
Executive Vice President
(Hospital Administration)

In terms of medical treatment, we will spend several years promoting the medical-dentistry integration, along with the construction of the Functional Enhancement Building (hereafter, "FEB"). The Tokyo Medical and Dental University Hospital will be launched in October 2021 by integrating two hospitals. By installing an outstanding treatment setup focusing on severe and refractory diseases as well as oral health, we aim to establish a system that offers truly total healthcare services. The ER and ICU will be transferred to the FEB, which will begin operation in 2023. Highly functional operating rooms will also be added. Moving forward, we will engage in university-wide projects such as integration of medical information systems and development of Institutional Research to increase operational efficiency and promote big data-based research.



Akinori Kimura

Executive Director /
Executive Vice President
(Goals and Evaluation)

FY2021 will be the final year of our third midterm goal and plan phase. The results of our activities during this period will be evaluated. Moreover, we will be entering the fourth midterm goal and plan phase, beginning FY2022—that is when TMDU will become a designated national university. To fulfill our missions of cultivating "Professionals with Knowledge and Humanity" and realizing 'Total Healthcare', we will establish medium-term goals that contribute to this realization, announce our medium-term plans along with achievement evaluation indices, and respond to the trust that people have placed in us.

Aiming even higher, now that TMDU is a Designated National University Corporation

In October 2020, TMDU was designated by the Ministry of Education, Culture, Sports, Science and Technology as a “Designated National University Corporation.” As a national university that already enjoys a competitive edge not just in Japan but also worldwide, what exactly will this official designation mean and what advantages will it confer on our university? Furthermore, what new directions will this designation enable TMDU to take going forward? President Yujiro Tanaka elaborates on these points.

What are the Designated National University Corporations?

The top 10 ranked superior universities for each of the following three aspects are designated.

Conditions for designation	Research capability	Collaboration with society	International cooperation
	A high number of newly adopted programs for grant-in-aid for scientific research, etc.	High percentages of revenues from commissioned or joint research, and from donations, etc.	High numbers of international students and Japanese students dispatched to universities in other countries, a high number of internationally co-authored papers, etc.

What is Designated National University Corporation capable of:

■ The relaxation of the regulations permits strengthening the financial base and research capability, and securing human resources.

Examples

Relaxation of the asset utilization standards

▶ This permits increasing funds of the university by highly profitable investments and bond issue.

Relaxation of the salary standards

▶ This permits hiring world-class researchers at a high salary.

■ It becomes possible to **make recommendations for the relaxation of the regulations and policy making** to improve the level of overall national universities.

The Designated National University Corporation serves as the driving force behind national university reforms for improving the level of overall national universities and competing with globally renowned universities.

What TMDU aims for:

To realize “**total healthcare**” for human beings on a global scale, beyond generations

Total healthcare

To deliver healthy daily lives to people around the world, by providing them with medical care for all types of diseases throughout their lives.

Total Life Course Healthcare

Total Disease Healthcare

Total Area Healthcare

Research capability	<ul style="list-style-type: none"> Promotion of research on priority research areas Formation of a hub for medical data science
Collaboration with society	<ul style="list-style-type: none"> Strengthening industry-academia cooperation Strengthening collaboration with municipal governments and ministries/agencies
Fostering and securing human resources	<ul style="list-style-type: none"> Fostering clinician scientists Fostering medical data scientists
International cooperation	<ul style="list-style-type: none"> Strengthening cooperation with universities around the world Supporting young researchers for short- to mid-term stays abroad
Financial base	<ul style="list-style-type: none"> Strengthening the system for raising donations Expansion into the data business field

—TMDU’s designation as a designated national university corporation means that it is expected to play a larger role as a promoter of national university reforms.

Tanaka We have embraced our official designation as a high endorsement from the state of the quality of our institution. I feel that this designation carries enormous significance and merit for us, not only in the sense that it reflects social trust but also that it clarifies the direction the university must take, going forward, including with respect to our education and research. Ultimately, TMDU must aim for the realization of total healthcare across the globe, transcending the generations, and showing society and the world the model that should be followed. Scale-wise, we are the Japan’s largest university in which the Faculty of Medicine and Faculty of Dentistry coexist. Thus, it can be said that offering total healthcare is our social mission. The official designation has simply reconfirmed this fact. At the same time, I would also look at it as support for our future developments and activities.

—Specifically, which areas will you focus on to realize total healthcare?

Tanaka We will implement measures, using education, research, and medicine as the pillars. Regarding education, discussions were held across the university on the type of professional we should foster here, and the unanimous conclusion was to educate and foster researchers with clinical perspectives (clinician scientists) and clinicians capable of practicing medicine with a scientific perspective (scientific clinicians). The truth is that conducting new research while engaging in specialized medicine is difficult both in terms of time and labor—which means that establishing an environment in which the two can coexist is an utmost priority, in my opinion. We will aim to create an environment that encourages both research and clinical practice—for example, by offering financial support and providing support for students studying abroad.

Our university has signed the Charter for the Union of Four Universities with Tokyo University of Foreign Studies, Tokyo Institute of Technology, and Hitotsubashi University. Since physical distances can now be overcome by virtual means, it has become possible to conduct joint classes and discussions. I strongly urge students to make use of these opportunities and develop the ability to capture the essence of things and empathize with others while acquiring a wide range of perspectives. One of the reasons

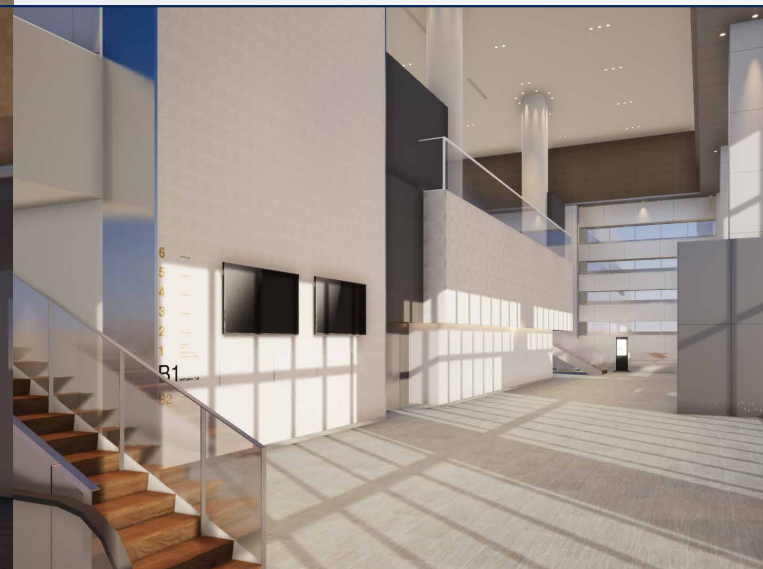


we decided to proactively tackle COVID-19 cases was to develop this ability to empathize with others. We also felt that the attitude of dealing with social problems with empathy would act as a message for the students.

—What about research and medical practice, then?

Tanaka Boosting research and medical practice is essential for realizing total healthcare. When it comes to research, freedom of learning (academic freedom) is the most important. There is a need to create an environment that enables free research in diverse areas, without overly concentrating on specific fields. The idea is to invest funds and human resources into areas that are maturing and growing, and to ensure the expansion of areas that are expected to develop and grow in the future. Moreover, we will emphasize the perspective that considers “giving back to society,” such as promoting the actual use of research results and findings in society and implementing policy proposals for the same. As for medical practice, we need to recognize that this is an area first and foremost for realizing total healthcare. To ensure the total healthcare of an individual, it is recommended to pay close attention to him/her, right from before birth till death.

Although this is rare for a university hospital, we operate a palliative care ward and are capable of providing grief care. Therefore, we are expected, by society as well, to realize total healthcare that includes caring for the bereaved. We will also make use of the advantages that come with being a university hospital, of having comprehensive medical departments and physicians who provide specialized healthcare, and unveil specialized medical practices based on comprehensive treatment. Through medical practices such as these, we hope to show society what tomorrow’s medical treatment will be like. While constantly asking ourselves what truly necessary medicine is all about, we are committed to do our best with cooperation from all our staff members.



A new symbol for a university that is open to the regional community as well as the world

Establishment of the Functional Enhancement Building

In FY2020, TMDU began the construction of the Functional Enhancement Building (hereafter, “FEB”). The construction, which is now underway and expected to be completed in FY2022, is based on the Campus Master Plan devised in 2016, which focuses primarily on the campus’ spatial aspects. President Yujiro Tanaka talks about the roles and significance of the FEB, which will become a symbol of the new university.

Adoption of the seismic isolation structure to make the FEB the hub of disaster medical care

—The FEB is being constructed under the Infrastructure Longevity Plan, which is an action plan based on the Campus Master Plan. What sort of characteristics does it have, as a building?

Tanaka The FEB will have seven floors aboveground and two underground. However, its structure differs from the existing facilities on our campus. Our existing buildings have an earthquake-resistant structure, not a seismic isolation structure. Earthquake resistance is a function that helps a building withstand an

earthquake and prevents it from collapsing. Tremors due to earthquakes, however, pose a risk of damage to medical devices; that is where the seismic isolation structure comes into play—it detaches a building from the ground, ensuring that the building does not feel the tremors directly, thus preventing damage to facilities. We also plan to set up an in-house power generation system within the building, and install a server for a medical information system. These will make the building an independent, self-supporting facility. Even if the functions of the main hospital wards and outpatient wards are suspended during a disaster, this building will continue to function, and the Business Continuity Plan (BCP) will be maintained. In other words, the FEB

is a facility that has the potential to become the hub of disaster medical care.

If it were to become the hub of disaster medical care, it would house the surgical center, intensive treatment units (ICU), emergency medical rooms (ER), high care units (advanced treatment rooms), and trauma and acute critical care unit. The recent actions we took to counter COVID-19 made me keenly aware of the fact that accommodating patients with serious diseases is a major mission of a university hospital. The fact that we can provide such treatment at cutting-edge facilities is our strength and advantage, in my opinion.

—I understand that, as one of the roles of the FEB, you are contemplating integrating the Medical Hospital and the Dental Hospital into one. Can you tell us something about that?

Tanaka Our aim is to further reinforce our function as a hospital while working to integrate the two entities by realizing a smoother line of flow between them. To do this, we needed to refurbish the hospitals completely, and hence, the FEB became part of the plan. The FEB is being constructed to complete the first step of the hospital reorganization plan, with a long-term vision that will be implemented in phases.

To become the point of contact for the regional community as well as the world, as the symbol of an open university

—The FEB will also serve as a place that is “open to the regional community as well as the world,” which is the aim of the Campus Master Plan.

Tanaka The FEB is situated right in front of the JR and Tokyo Metro Ochanomizu Station. So, we regard it like

an entrance. The second basement level is directly connected to the Tokyo Metro Ochanomizu Station’s platform, so you can reach the entrance of Medical Building A directly, using an escalator or elevator.

In the Hall on the ground level, we will open a café and a gallery. Our plan is to make it an open space that is not only be used by visitors to the university and hospitals but also serves as a casual meeting place for train commuters and passers-by. I believe that this will also achieve my goal of establishing an open, energetic university. Instead of a design in which a university or hospital is the first thing you see on entering, I hope to make it a space where facilities appear in a flow-like gradation. My goal is to make the FEB a new symbol of our university and a point of contact between the regional community or the world, and TMDU.



The construction of the Functional Enhancement Building has been launched.



A completion image of the Functional Enhancement Building