

エグゼクティブメッセージ

社会の多様化、国際化、グローバル化が急速に進む中、本学の研究と教育の水準を国際レベルに高め、国内・海外の研究者と共にこれを推進し、一層発展・展開させるためには、女性の一層の活躍、貢献、ダイバーシティの一層の推進が求められています。学長のメッセージをふまえ、その実現と達成のため、学長のリーダーシップの下、すべての大学構成員によるダイバーシティ推進をめざし、具体的に次のことを進めます。

1. ダイバーシティを一層推進し、組織運営や決定に女性が参画し意見が活かされるようにします

- 系ごとの採用比率目標の設定と達成
全ての系において、系ごとの目標を設定し、達成します。
10系：人文社会系、ビジネスサイエンス系、数理物質系、システム情報系、生命環境系、人間系、体育系、芸術系、医学医療系、図書館情報メディア系
- 全学2021年（平成33年度）までに女性教員20%（教職員30%）、女性管理職20%程度
チーム制管理・サブ制度を推進し、女性管理職増加とミドルリーダー育成に努めます。
- 女性教職員、女子学生の活躍支援
あらゆる場面において女性がリーダーシップを発揮できるよう支援します。

2. 安心して結婚・子育て・介護ができ、男女共に協力してライフイベントとキャリア形成を両立できるよう環境改善と意識改革を推進します

- 男性の育休（一週間）50%取得、介護休暇取得の増加、男性リーダーの女性活躍支援
全ての管理職のイクボス宣言
男性の育児・家事への積極的参加は環境改善、意識改革の基本です。
男性の育休、介護休暇、男性リーダーの女性の活躍支援、すべての管理職のイクボス宣言を積極的に評価します。
- 多様な働き方・学び方の選択ができる環境の推進と継続的・継続的なキャリア支援
様々な状況にありながら仕事・研究が継続できるよう、多様な仕事・研究の仕方が選択できるよう支援します。たとえば学内の部屋を利用した保育・育児環境の整備と充実、学生も子育てしながら学べる環境づくりと支援、補助研究員の採用などを進めます。
- 研究者・院生・学生をつなぐロールモデル、男女共同の縦メンター（メンターシップ）の充実
学生・院生・若い研究者が将来展望をもちながらキャリアを形成できるよう支援します。

3. 企業や研究所など外部機関と連携してダイバーシティ推進に取り組みます

- 各機関の特徴を生かし、違いを価値に変える連携体制の構築
企業や研究所などと緊密に情報交換・連携し、相互の違い・特徴に学び、ダイバーシティの一層の推進に努めます。

4. ダイバーシティ推進とイノベーションの創出を評価します

- ダイバーシティ推進は経営戦略の一つ。ダイバーシティを評価の指標に取り入れる
人事における外国人・女性・若手（戦略枠）の採用だけでなく、様々な領域や場面でこれを推進していきます。ダイバーシティの推進がどのように求められ、どのような影響をもたらし、効果につながっているのか、明らかにしていきます。

筑波大学はダイバーシティ推進の取り組みを一層加速します

建学の理念に基づいて

筑波大学は建学の理念として、開かれた大学、学問領域の垣根を超えた学際的、国際的な大学であることを掲げ、研究・教育を進めてきました。グローバル化、国際化への取り組みを全力で進める中、ダイバーシティ推進の取り組みは大学運営の要です。開学40周年を超え、未来を想うとき、明日を拓く科学、技術の革新、次世代育成を担う大学として、ダイバーシティ推進を自らの存在意義という観点から認識する必要があります。

ダイバーシティ推進の意義

社会のグローバル化、価値の多様化が急速に進む中、ダイバーシティ推進の取り組みは大学と学問の発展、筑波大学の文化の醸成において本質的な活動です。ダイバーシティ推進は、大学の一層の発展、持続可能性、社会との共生、研究・教育の高度な創造性創出とグローバルな人材育成において欠かせません。ダイバーシティを身近な問題として感じる環境・雰囲気づくりを進め、戦略的で実効性をもった施策を立案・実施しなければなりません。ダイバーシティ推進の取り組みによって、これまで見過ごされてきたこと、隠れていた問題に気づくこと、全く異なる視点からの発想の転換、共生的価値の創出など、大学における研究・教育にもたらされる効果は計り知れません。ダイバーシティ推進は、私たちの日常を変え、大学の未来創生に欠くべからざる問題と言えます。

ダイバーシティ推進の取り組みとこれから

筑波大学は、「ダイバーシティ推進行動計画」に基づき、環境整備、意識改革、女性研究者支援などを積極的に進め、平成28年度からはダイバーシティ・アクセシビリティ・キャリアセンターを中心に、他機関と連携・協働しながら教職員・学生を含めた全学的な取り組みとしてその推進に力を注いでいます。たとえば、「科学研究費補助金」採択件数に占める女性研究者の比率では、筑波大学は採択件数上位10校中3年間トップの成績を誇っています。

ダイバーシティ推進に取り組むことは、大学の構成員一人ひとりの可能性を最大限に生かし、すべての構成員の幸福につながることであり、さらには大学の未来、大学のこれからの可能性を一層拡大・発展させるものです。少子高齢化が進む中、男性にとっての男女共同参画、性のみならず、年齢、障害、国籍などを含めたダイバーシティ推進に取り組むことが今まさに求められています。

これからも、筑波大学は、大学の発展と社会の未来を想い、ダイバーシティ推進の取り組みを一層加速させ、真摯に取り組んでいきます。

平成29年3月

学長 永田恭介



Executive Message

Social diversification, internationalization, and globalization have seen rapid progress over the years. Thus, promoting women's empowerment and their contribution, as well as further diversity, is of critical importance to further elevate research and education at the University of Tsukuba in the global arena in collaboration with researchers in and outside Japan. In light of the President's message and under his leadership, we are going forward with the following actions to realize the above objective across the university.

1. We further promote diversity so that more women can participate in organization management and decision-making and their voices can be better heard.

- Setting and achievement of the target employment ratio by each faculty
Every faculty will set and achieve its own numerical target.
10 faculties: Humanities and Social Sciences; Business Sciences; Pure and Applied Sciences; Engineering, Information and Systems; Life and Environmental Sciences; Human Sciences; Health and Sport Sciences; Art and Design; Medicine; and Library, Information and Media Science
- Increasing the university-wide ratio of female researchers to 20% (and staff – 30%) and that of female managers to about 20% by 2021
We will promote the team-based management and sub-manager system to increase the number of female managers and nurture female mid-level leaders.
- Support for empowerment of female researchers, staff members and students
We will provide the necessary support so that women can demonstrate their leadership abilities in any setting.

2. We promote improvement in environment and greater awareness so that everyone can feel secure to get married, raise children, and provide nursing care, and both men and women can cooperate to manage life events and career development simultaneously.

- 50% utilization rate of paternity leave (one week), higher utilization of care leave by men, male leaders' support for female empowerment, and declaration by all managers toward active involvement in child-raising (the "Ikubosu" declaration)
Fathers' active involvement in child-raising and housekeeping is fundamental for improvement of the environment and greater awareness.
We will give a positive evaluation to paternity leave, nursing-care leave by men, male leader's active support for female empowerment, and declaration by all managers toward active involvement in child-raising (the "Ikubosu" declaration).
- Creation of environments where people can choose from various ways to work and learn, and provision of support for on-going and consecutive career development
We will provide support so that people can continue their work and research in various life situations and choose from diverse ways of working. For example, we will establish and improve the nursery and child-raising space by utilizing on-campus facilities, create environments where students can learn while raising their child with our support, and employ assistant researchers.
- Development and improvement of role models that can connect researchers, undergraduate and graduate students, and of a vertical mentorship program that both men and women can avail
We will provide support for undergraduate and graduate students and young researchers to develop their career with a vision for the future.

3. We work on diversity promotion in collaboration with businesses, research institutes, and other external institutions.

- Establishment of a partnership that makes the best use of each strength and turns differences into value
We will further promote diversity by closely exchanging information and collaborating with businesses and research institutes and simultaneously learning from each other's differences and strengths.

4. We value diversity promotion and innovation creation.

- Diversity promotion is one of our management strategies, and diversity shall be included as one of our key performance indicators.
We will promote this approach in various fields and settings, in addition to employment of foreigners, women, and young people (as part of our personnel strategy). We will clarify why diversity promotion is necessary and what influences and effects it will produce.

University of Tsukuba will further promote diversity

Based on our school philosophy

Since its establishment, the University of Tsukuba has aimed to be an open and global university where people can carry out interdisciplinary research beyond the conventional boundaries of academic disciplines. With this aim as our school philosophy, we have been carrying out our research and education over the years. As part of our comprehensive efforts to deal with the increasing globalization, diversity promotion is vital to us. Following our 40th anniversary and our vision for the future, we need to recognize diversity promotion as a *raison d'être* (reason for being) of a university responsible for innovations in science and technology, and for nurturing the next generation.

Significance of diversity promotion

With the rapid progress of social globalization and value diversification, actions for diversity promotion are essential for further growth of the university and its scholarship as well as for fostering the university culture. Diversity promotion is critical for further growth and sustainability of the university, co-existence with the society, demonstration of high-level creativity in research and education, and global human resource development. We need to create environments and atmospheres wherein people can embrace diversity, and plan and implement strategic and effective measures. This, in turn, will influence the university's research and education, uncover overlooked or undiscovered matters, redefine our way of thinking from different perspectives, and create symbiotic value. Thus, we can say that diversity promotion is essential to transforming our daily lives and molding our future.

Our actions toward diversity promotion

The University of Tsukuba has been actively promoting improvement in environment, and developing awareness and better support for female researchers under the "Action Plans for Diversity Promotion." Since FY 2016, the Center for Diversity, Accessibility and Career Development has been taking the initiative in promoting school-wide efforts, in cooperation with other institutions and by involving all faculty and staff members and students. As a result, our ratio of female researchers to the number of approved "Grants-in-Aid for Scientific Research" projects has been ranked the highest among the top 10 contenders for three consecutive years.

Working on diversity promotion will enable each of our university members to fully demonstrate their potential and promote the well-being of all, which will eventually contribute to further expansion and development of the university's potential. In this period of demographic aging, we are required to deal with promotion of diversity, including gender (especially the commitment of men with regard to gender equality), age, disability, nationality, etc.

We will further accelerate our actions for diversity promotion with sincerity, keeping in mind the growth of the university and the future of the society.

March, 2017

President of the University of Tsukuba, Kyosuke Nagata

