



Fiscal Year 2010
Financial Report

IMAGINE
THE
FUTURE.

FY 2010 Financial Report

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It is a major function of the University of Tsukuba, as a national university corporation, to provide highly transparent earnings information to everyone who supports the operations of the university, both from within and outside our institution, so that the situation with our operations is well understood.

Therefore, we have been preparing financial reports since our fiscal year 2007 earnings in order to provide easy to understand information on our earnings. The Financial Report basically consists of the introduction of topics from our university, comments on our financial Statement and analyses of the financial situation. It analyzes the year-to-year comparison regarding our educational, research and medical service activities as well as the expense and other details of the constituent items of the referred fiscal year. For fiscal year 2010, in addition to the traditional contents of the financial report, we created a new section “To the Supporters of University of Tsukuba” so that the Japanese people, our students and prospective students, our clients at the University Hospital, corporations and our faculty can learn about the activities at the University of Tsukuba from a financial perspective.

Going forward, we hope to further enhance this financial report and at the same time, reflect the earnings information on our management and operations. By doing so, we will strive to further enhance and advance our education and research activities and to realize autonomous and strategic operations.

October 2011 University of Tsukuba, Department of Finance and Accounting



Tsukuba Brand

The University of Tsukuba stipulates in the second Mid-Term Plan (FY 2010–2015) that *the university will strive to make a Tsukuba brand based on the university's identity, plan media strategy in cooperation with society and stakeholders, and promote publicity activities*. Based on this statement, the university decided to create the *concept*, *identity*, and slogan for the University of Tsukuba brand.

The University of Tsukuba slogan “Imagine the Future” is based on the philosophy of its foundation and is being publicized. The brand *identity* and *concept* have been set as follows, and we will promote an established brand strategy.

1. Brand Identity
The University of Tsukuba is a front-runner in designing the future and taking on the challenge of fruition.
2. Brand Concept
The University of Tsukuba positions itself as Mirai Koso Daigaku (a university that creates a future). It has been aiming to be an open university in every sense and to meet new challenges to be an interdisciplinary and international university since its establishment. It is, in the truest sense, a *university* aiming to develop human resources who will be global leaders and to explore the various academic issues facing the sciences, sports science, and the arts. As the center of Tsukuba, which is a cutting-edge research base, the University will proceed toward the realization of a world where all human beings live in coexistence and coprosperity.
3. Brand Slogan
IMAGINE THE FUTURE.

Major Events in FY 2010 (Topics)

○ Acting on the Great East Japan Earthquake

The city of Tsukuba was hit by a tremor with an intensity of 6 on the Japanese seven-stage seismic scale on the March 11 Great East Japan Earthquake and our Tsukuba Campus was damaged severely. The Tsukuba University Hospital set up the Emergency Headquarters for the Reconstruction from the Great East Japan Earthquake to cope with the emergency situation. They received patients hit by the disaster and sent the Disaster Medical Assistance Team (DMAT) to Kita Ibaraki City which suffered serious damages. The University Hospital promptly dispatched a total of over 200 medical staff, with the consent of the prefectures and the prefectural medical associations, to the regional core medical institutions in the disaster stricken Fukushima and Ibaraki prefectures. It also provided medical materials to support the emergency response headquarters of Fukushima and Miyagi prefectures.

We also supported students affected by the disaster by providing relief money and exemption of student payments (admissions fee, tuition fee, dormitory fee).



DMAT in a meeting

○ Outstanding performance by our students and graduates at the World Judo Championships Tokyo 2010

The World Judo Championships Tokyo 2010 was held at the Yoyogi National Gymnasium in Tokyo over the five days between September 9 and 13. Ten participants consisting of four students, three graduate students and another three graduates from our university competed in the event representing Japan. Day after day, heated competitions were fought in each of the categories and our students and graduates showed an outstanding performance with the students winning two gold, one silver and three bronze medals and graduates winning two gold, one silver and one bronze medals, making the total number of medals won 10. The number of medals won by players associated with our university accounted for more than 40% of the total 23 medals won by the Japanese team.



Gold medalist Akimoto

○ Professor Kazuo Watanabe wins "Award for Persons of Scientific and Technological Merits (NISTEP Researcher) 2010"

Professor Kazuo Watanabe (University of Tsukuba, Graduate School of Life and Environmental Sciences) received the National Institute of Science and Technology Policy "Award for Persons of Scientific and Technological Merits (NISTEP Researcher) 2010" on December 17, 2010. Thirteen scientists from ten groups who in recent years made significant contributions in the field of science and technology, especially those that were noteworthy in terms of science and technology policy, were chosen based on researches and opinions conducted by the NISTEP network that consists of nearly 2,000 specialists. Professor Watanabe was selected as one of the awardees in the "International Research Exchange category" for his work on "Practical efforts for technological transfer taking biodiversity conservation in Africa and other areas into account".



Prof. Watanabe selected NISTEP Researcher

○ Selected as MEXT "Research Development Project" implementation group of the "Team 'Nippon' Multi Support Project"

This project is initiated by the Ministry of Education, Culture, Sports, Science and Technology (MEXT) with an aim to provide intensive, concentrative, professional, high-level, strategic and comprehensive support from a widespread backing to top-level athletes in order to raise the probability that Japan can beat leading countries and win medals in the London Olympics in July 2012 and Winter Olympics in Sochi in February 2014. The University of Tsukuba, which has been selected for this project, will be the organizing university to establish an "All Japan" structure in cooperation with Japanese universities, research institutions and private companies which are capable of meeting the challenges to conduct research and development necessary to offer high-level support to top-level athletes and to develop the project over the next four years.

Olympic Host City		Host Country	Olympic Games Period
Summer	London	U.K.	2012. 7.27 ~ 8.12
Winter	Sochi	Russia	2014. 2. 7 ~ 2.23

○ **Former Prime Minister Hatoyama gives feedback at "2010 High School and University Coordination Symposium between University of Tsukuba and Local High Schools"**

On October 9, 2010 (opening day of the 36th University Festival), the "2010 High School and University Coordination Symposium between University of Tsukuba and Local High Schools", hosted by the University of Tsukuba, was held as part of the National University Festa 2010. The symposium was co-hosted by the Ibaraki Prefectural Board of Education and supported by the Japan Science and Technology Association (JST), Hitachiota City and the Operation Research Society of Japan. Approximately 300 individuals including members of the Ibaraki Prefectural Board of Education, nine high school principals, high school teachers, high school students and their parents, took part in the symposium. Former Prime Minister Yukio Hatoyama, who has a PhD in Operations Research, was invited to the symposium as a researcher without prior notice to the participants. The former Prime Minister gave feedback on the presentations.



Former Prime Minister Hatoyama giving feedback

○ **University Hospital "Tsukuba Medical Laboratory of Education and Research Project"**

To promote advanced medical technology development through industry academia collaboration, the Tsukuba University Hospital opened the "Tsukuba Medical Laboratory of Education and Research" with cutting-edge testing capabilities next to the University Hospital in December 2010. This is a first case in Japan for such a facility to be established through the cooperation between a university and firm. The center will provide research support in the field of medicine and education and training for clinical laboratory for the development of community medicine. Furthermore, it will promptly offer test results of high quality to community medical institutions as a clinical laboratory.



Tsukuba Medical Laboratory of Education and Research

○ **Establishment of the University of Tsukuba university fund (TSUKUBA FUTURESHP)**

The University of Tsukuba fund (TSUKUBA FUTURESHP) was established in April 2010 with the goal to prepare an environment in which many students can comfortably focus on studies and research as well as to continue providing opportunities for various mutual exchanges and learning experiences in a stable manner. Fund-raising activities have been initiated mainly through the office of University fund.



At the foundation commemorative ceremony of the University of Tsukuba fund

Website: The University of Tsukuba fund (TSUKUBA FUTURESHP)
<https://futureship.sec.tsukuba.ac.jp/>

○ **Unveiling ceremony of Dr. Jigoro Kano's statue**

Dr. Jigoro Kano served as principal of the Higher Normal School and the Tokyo Higher Normal School, which were forerunners of the University of Tsukuba for three terms over 23 years between 1893 and 1920. During those years, he devoted himself to the enhancement of school education in Japan, including educational reform, promotion of international student education, and promotion of physical education and sports, as well as the development of the Olympic Movement.

The year 2010 marks the 150th anniversary of Dr. Jigoro Kano's birth and to honor his accomplishments and to carry on his philosophy, it has been decided that a statue be set up and donations were asked through the University of Tsukuba university fund. The unveiling ceremony took place on Dr. Kano's birthday, December 10.



Statue of Dr. Jigoro Kano

Earnings of National University Corporations

National university corporations prepare financial statement following the Accounting Standards for National University Corporations based on business accounting. Furthermore, universities also prepare statements not required in business accounting such as the National University Corporation Business Operation Cost Statement, which shows the burden share of the people for the university corporation's operations, and Earnings Statement based on governmental accounting. The principal operations of education and research are not profit oriented, unlike corporations, so unique accounting treatments are applied for the costs generated.

○ Statements based on business accounting

Balance Sheet

Statement that discloses the financial situation by describing all assets, liabilities, net assets (capital) of the university as of the settlement date (end of the fiscal year).

Profit and Loss Statement

Statement that shows the administrative performance of the university by matching the income earned and the cost required from the respective goals in education, research, etc. and disclosing the profit gained.

Cash Flow Statement

A financial statement reported in the three segments of business activities, investment activities and financial activities, to disclose the cash flow situation during an accounting period.

○ Statement based on governmental accounting

Earnings Statement

Statement for reporting the activities of the university following the governmental accounting standards, with cash basis as the base but partially adopting accrual basis taking into consideration the idea of transfer consolidation periods, and making a comparison with the annual budget. If the revenue amount exceeds the expense, the difference can be carried over under a certain rule.

○ Statements characteristic for national university corporations

National University Corporation Business Operation Cost Statement

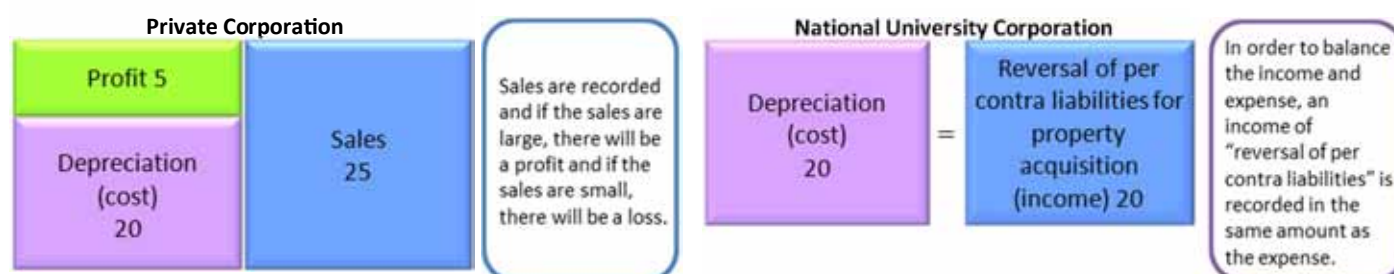
A financial statement showing the amount burdened by the people for operating a national university corporation.

Documents on Appropriation of Earned Surplus (draft)

Calculated by subtracting the loss carried forward from the previous term from the current gross gains (or gross loss) calculated in the Profit and Loss Statement.

An example of a unique accounting treatment

Management expense grants and tuition fees are received as liabilities, so there is no matching income for the depreciation of facilities, etc. If only the expense is recorded, it becomes a loss. Therefore, a matching income is recorded as "Reversal of per contra liabilities for property acquisition" to balance the income and expense.



Items newly included from FY 2010

○ Reserve Fund Carried Forward from Previous Mid-Term Plan Period

The unappropriated retained earnings for the final year of the Mid-Term Plan period (FY 2009) are transferred to the reserve fund for the following fiscal year (FY 2010) along with the balance of the appropriated surplus. The balance of this reserve fund is paid to the national treasury or carried forward to the current Mid-Term plan period as reserve fund carried forward from the previous Mid-Term plan period.

○ Asset Retirement Obligation

Following the revision to the Accounting Standards for National University Corporations (as of January 14, 2011), asset retirement obligations are now recorded in our earnings. Asset retirement obligations are posted to reflect the future cost of retirements in the financial statement by recording the present value of legal obligations related to the retirement of tangible fixed assets, if any, and the same amount is recorded in the book value of tangible fixed assets.

FY 2010 University of Tsukuba, Details of Asset Retirement Obligations

(in thousands of yen)

Item	Balance as of the beginning of the FY	Changes during the FY	Balance as of the end of the FY	Outline
Asbestos	-	93,732	93,732	Obligations under the Ordinance on Prevention of Asbestos Hazards
Blood derivative radiation irradiation device	-	63,394	63,394	Obligations under Laws Concerning the Prevention from Radiation Hazards due to Radioisotopes and Others
Akihabara Area Dai Building	-	41,622	41,622	Obligation to restore original state under property lease contract
Total	-	198,748	198,748	

* The amounts are recorded in the "Changes during the FY" because this is the first year of application

○ Casualty Loss

The university posted 11 million yen as extraordinary loss (casualty loss) for expense related to the repair of facilities and equipment damaged by the Great East Japan Earthquake which were completed during FY 2010. The majority of repairs will be made in FY 2011 or later and this casualty loss will be recorded over several years going forward.

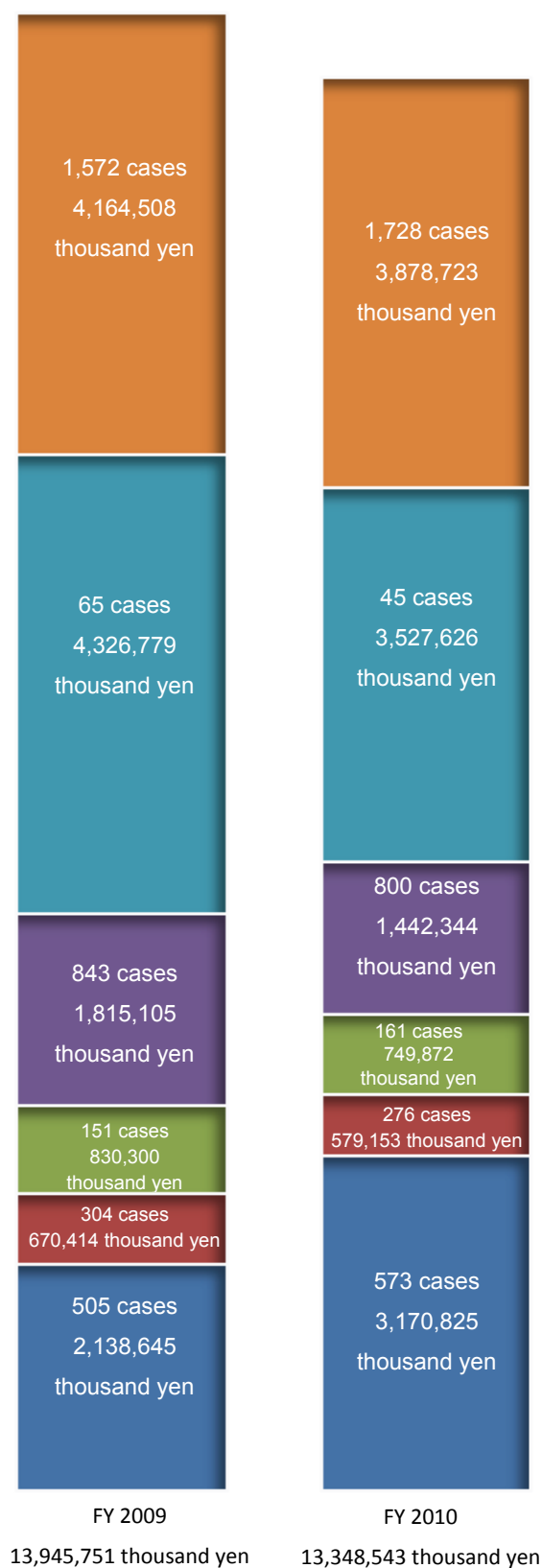


Fallen bookshelves on the 1F of the Art and Sport Library



Damages to the General Gymnasium

○ Changes in External Funds Received from FY 2009



■ Grants-in-Aid for Scientific Research etc.

Research aids for the development of original, leading research in all fields from humanities/social sciences to natural sciences granted by the national government to individual researchers.

○ Grants-in-Aid for Scientific Research :	1,634 cases	3,380,294 thousand yen
○ Health Labour Sciences Research Grants :	89 cases	483,706 thousand yen
○ Other grants :	5 cases	14,723 thousand yen

* Grants-in-Aid for Scientific Research decreased for the category "Research on Priority Areas" for which new calls were discontinued. The number of cases adopted increased for other categories and increased approximately 10% in total compared to FY 2009.

■ Subsidies

Granted by the national government or local public authorities to specific operations of the university.

○ Global 30 Project for Establishing Core Universities for Internationalization (G30) :	1 case	262,491 thousand yen
○ Funding Program for World-Leading Innovative R&D :	2 cases	1,226,422 thousand yen
○ Strategic Fund for Strengthening leading-edge R&D :	6 cases	320,238 thousand yen
○ Aid for Promotion of S&T :	3 cases	371,122 thousand yen
○ Facilities Maintenance Fee Subsidies for National University Corporations :	8 cases	725,484 thousand yen

* In FY 2009, 23 cases of Facilities Maintenance Fee Subsidies for National University Corporations were adopted in the supplementary budget as renewal fees for basic infrastructure.

■ Donations

Donated funds from companies or individuals to the university for the purpose of enhancing education or for academic research. It includes endowed chairs which are courses funded by donations from private institutions.

○ Mito Regional Medical Education Center operations :	1 case	189,000 thousand yen
○ Lifestyle-related Diseases Course endowed by Ibaraki Prefecture Welfare Federation of Agricultural Cooperative (JA Ibaraki-ken Kousei-ren) (endowed chair) :	1 case	71,000 thousand yen
○ Regional Medical System Course endowed by Ibaraki Prefecture (endowed chair) :	1 case	45,000 thousand yen
○ Tsukuba Futureship :		59,103 thousand yen

* We received 460,000 thousand yen in donations as part of the construction fund for the Laboratory for Environmental Disaster Prevention Research (Kankyo Bousai Kenkyu Building) and for the operation of endowed chairs.

■ Sponsored operations ■ Joint research ■ Sponsored research

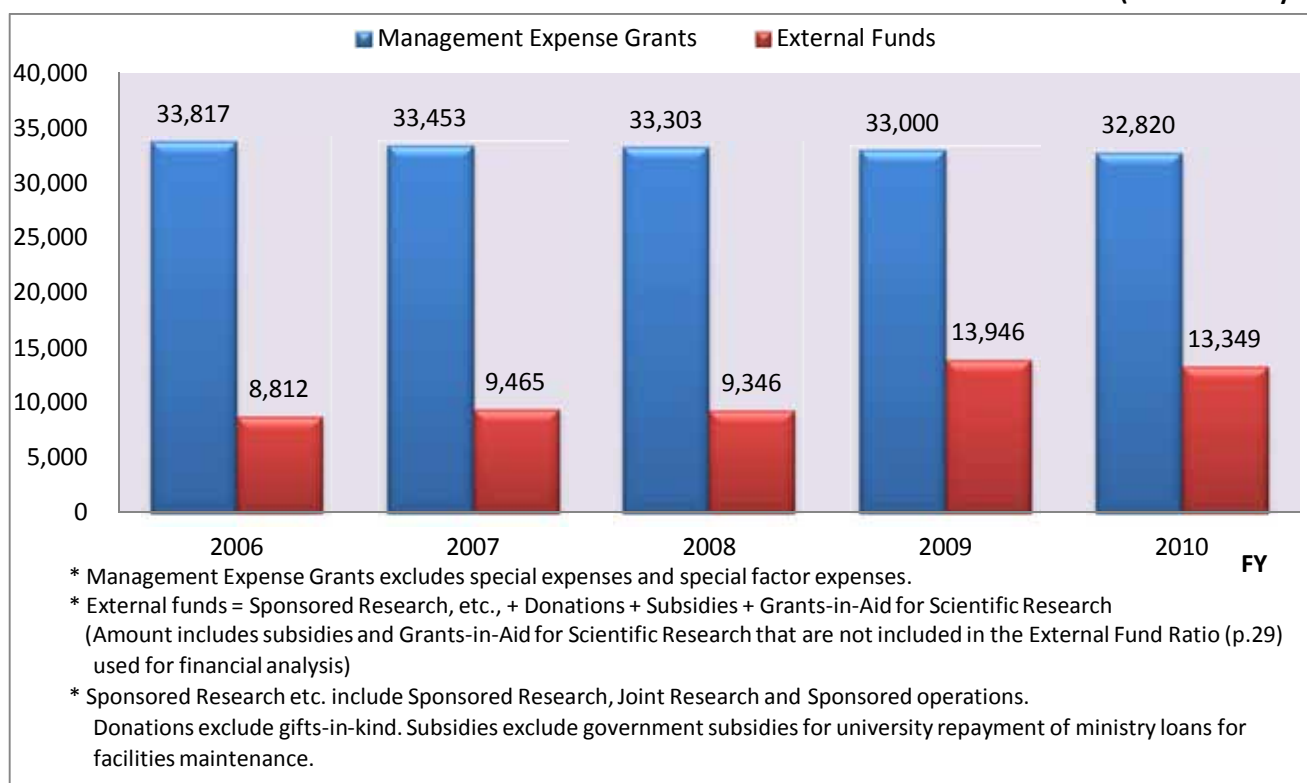
Sponsored Research is a system under which the university is commissioned from an external cosignor to conduct research as the university's operation and reports the results to this cosignor. Under joint research system, the university carries out a research sharing it with or cooperating with outside researchers.

○ "Team 'Nippon' Multi Support Project" :	1 case	995,679 thousand yen
○ Core Research for Evolutional S&T :	39 cases	659,678 thousand yen
○ Tunisia "Functional Analysis and Effective Utilization of Biological Resources in Arid Land" :	1 case	130,338 thousand yen

* Sponsored Research increased from being selected for the "Team 'Nippon' Multi Support Project" in FY 2010.

○ Changes in Management Expense Grants and External Funds Received

(In millions of yen)



○ FIRST

The aim of the Funding Program for World-Leading Innovative R&D on Science and Technology (FIRST) is to advance Japan's research and development with a goal to become the world's No.1 in three to five years and strengthen Japan's international competitiveness in the fields of industry and security while contributing to society and the people through the application of its results.

On September 4, 2009, "30 cutting-edge research projects targeting to become the world's No.1 and core researchers to implement them" were selected by the Council for Science and Technology Policy, (CSTP) Cabinet Office of Japan based on the intent of this program. Among them, the university of Tsukuba was chosen as the supporting institution for two projects selected under the FIRST program, namely for Professor Yoshiyuki Sankai (Center for Cybernetics Research, Graduate School of Systems and Information Engineering) and Professor Masashi Yanagisawa (Center for Behavioral Molecular Genetics).

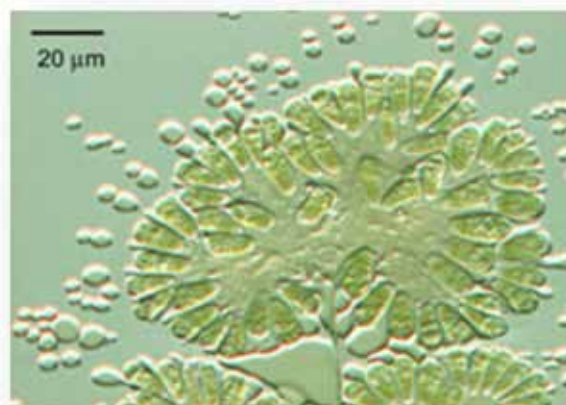


Robot Suit HAL (Hybrid Assistive Limb)

○ CREST

The Core Research for Evolutional Science & Technology is a Japan Science and Technology Agency (JST) program for top-down promotion of directed basic research to achieve national policy objectives. Its purpose is the creation of technological seeds, which are useful for industry and society. Research is conducted by researchers from universities, public institutions and private sector firms, through the formation of time-limited consortia which cut across institutional boundaries. This is the reverse counterpart of bottom-up grants-in-aid for scientific research, which are based on the proposals of individual researchers.

The University of Tsukuba had 39 projects selected and received approximately 660 million yen in grants. One of the major programs is the "National research project for mass cultivation of oil producing Botryococcus" by Professor Makoto Watanabe (Graduate School of Life and Environmental Science). Prof. Watanabe conducts research on *Botryococcus braunii*, an alga which is expected to become an alternative resource for oil in the future.



Botryococcus braunii

**We tried to analyze the University's operations from various perspectives.
We hope it will be useful in your understanding of our educational and
research activities.**

The Japanese People

Our students and prospective students

Our clients at the University Hospital

Corporations

Our faculty members

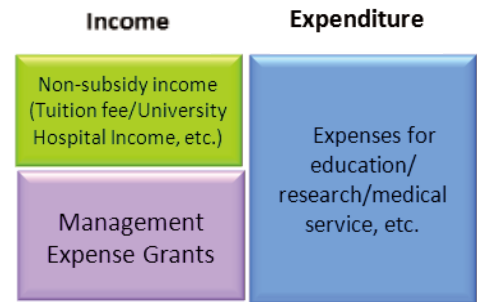


The Japanese People

Financial Support from the Government

○Operation Expense

Management Expense Grants are provided by the national government for expense related to the operation of national university corporations. These include personnel cost for teachers and administrative staff. In FY 2010, the University of Tsukuba received approximately 42.8 billion yen in Management Expense Grants. This accounted for about 48% of the university's overall income.



○Facility Expense

Facilities Maintenance Fee Subsidies from the national government and Grants for Facilities from the Center for National University Finance and Management are provided for expense related to the improvement of facilities at national university corporations. Funding is provided with limitations on its use such as for the construction of facilities. In FY 2010, the University of Tsukuba received approximately 4.4 billion yen in Facilities Maintenance Fee Subsidies. This accounted for about 5% of the university's overall income. The below are pictures of new buildings completed in FY 2010 using the Facilities Maintenance Fee Subsidies.



Regional Medical and Health Science Innovation Laboratory

Center for Cybernics Research

○Investment/Succession

At the time national universities were converted into corporate agencies in FY 2004, the universities received investment of land/buildings which were government-owned property prior to incorporation. The University of Tsukuba has approximately 233 billion yen recorded as government investment in Net Assets. These are the financial basis for managing our operations.

Cost burden of the Japanese People

The National University Corporation Business Operation Cost Statements are prepared under the Accounting Standards for National University Corporations in order to disclose the extent of the financial burden borne by the Japanese people for universities' activities. These cost statements are based on the costs in the Profit and Loss Statements but also includes costs that are ultimately to be covered by the public in the broad sense that are not recorded in the Profit and Loss Statements and excludes non-subsidy incomes, such as tuition fees, which are not directly borne by the people.

In FY 2010, the cost to manage operations at the University of Tsukuba was approximately 46.2 billion yen. The per capita cost burden calculated based on the total national population (approx. 128.05 million) was approximately 361 yen.

Per capita cost
Approximately 361 yen

= cost to execute operations / population

*Population: Estimated population as of October 1, 2010, Bureau of Statistics, Ministry of Internal Affairs and Communications

Our students and prospective students

○ Education Related Expense

The total expense related to education (education related expense) at the University of Tsukuba is approximately 21.3 billion yen.

- Education expense • • • Expense required for the education of students such as classes and extracurricular activities
- Education and research support expense • • • Expense pertaining to supporting organizations such as university library and academic computing and communications center
- Depreciation Amount Not Included in PL • • • Expense not included in the Profit and Loss statements applied for the depreciation of education related assets acquired using assets invested from the national government, facility expense or funds from appropriated surplus.
- Personnel expense • • • of which half is calculated as expense required for education

If the education related expense is divided by the actual number of students, the result is approximately 1.27 million yen per student. Therefore, one can see that compared to the approximately 0.54 million yen annual tuition fee paid in, more than twice the amount is spent as education related expense. Apart from the fees paid by students such as tuitions, education related expense is covered by a grant for operating expense from the national government.

Breakdown of education related expense (in thousands of yen)

Item	FY 2010
Education expense	4,986,003
Education research support expense	2,154,277
Depreciation Amount Not Included in PL	1,120,442
Personnel expense	13,051,647
Total	21,312,369

* The above figures are part of the segment "University"

Education related expense per student

approx. 1.27 million yen

= Education related expense / number of students

Actual number of students in FY 2010...16,828

○ Admission Fee/Tuition Waiver

The University offers a program to waive all or part of the entrance or tuition fees for individuals who have difficulty making the payment due to financial problems or other unavoidable circumstances. In FY 2010, the waiver ratio rose 0.8% with the amount of tuition waived increasing 42,654 thousand yen compared to the previous fiscal year. The University of Tsukuba will enhance its exemption program so that students can have the opportunity to study regardless of their financial situation.

FY 2010 unit payment by students (in yen)

Item	Tuition	Admission fee	Exam fee
Faculty	535,800	282,000	17,000
Graduate School	535,800	282,000	30,000
Law School	804,000	282,000	30,000

Waivers approved

(in thousands of yen)

Tuition	FY 2009	FY 2010
Tuition income	8,776,537	8,334,184
Tuition waiver	490,254	532,908
Waiver ratio	5.6%	6.4%

Admission fee	FY 2009	FY 2010
Admission fee income	1,378,379	1,349,219
Admission fee exemption	28,397	28,494
Waiver ratio	2.1%	2.1%

Tuition waiver ratio
6.4%

= Amount of tuition waived / Tuition income

○ University of Tsukuba Student Scholarship "Tsukuba Scholarship"

The Tsukuba Scholarship is the University of Tsukuba's own scholarship program funded by its non-subsidy income in line with our efforts to globalize universities such as Global 30 Project for Establishing Core Universities for Internationalization (G30). It aims to secure an environment in which students can concentrate on their studies with a sense of security by providing financial support to international students, support for studying abroad to students and student loans in case of emergencies. In FY 2010, scholarship payments rose 40,631,000 yen from the previous fiscal year.

Scholarships paid

(in thousands of yen)

Scholarships	FY 2009	FY 2010
Amount paid out	17,030	57,661

International students accepted

(persons)

International students	FY 2009	FY 2010
Number of students accepted	1,950	2,218

○University Library

The University Library consists of the Central Library and four specialized libraries (Art and Physical Education Library, Medical Library, Library on Library and Information Science, and Otsuka Library) that are managed under a unified administrative system. The library website offers electronic journals and database and also enables users to update the borrowing period, reserve books and request copies of literatures at other universities. The library collection as of FY 2010 was approximately 2.6 million books worth around 9.8 billion yen.

Number of books per student

approx. 154 books

= Number of books / number of students

Actual number of students in FY 2010...16,828

○Renovation Plan for Student Residence Halls

The University of Tsukuba provides the biggest student residence facility for students as a national university corporation with a total of 60 residence halls with 3,971 rooms (maximum occupation 4,124). In addition to securing a safe, sound and sufficient study environment for students living at the residence halls, the University is enhancing the facilities at the residence halls in line with the internationalization of the university under its student residence hall renewal project (5 year plan). In FY 2010 which is the second year of this plan, the exterior wall and 398 rooms in the three buildings of the Hirasuna student residence hall were renovated. The cost of renovation which was approximately 473 million yen was paid from the reserve fund carried forward from the previous Mid-Term plan period.



Hirasuna student residence hall after renovation

FY 2010 Student residence hall maximum occupation (persons)

Item	Single			Family	Kasuga	
	regular	new	for two		regular	international students
Male	1,563	246	154	246	45	20
Female	1,419	164	152		115	
subtotal	2,982	410	306	246	160	20
Total	4,124					

Dormitories have vein authentication systems (passcode type) at the entrance of each residential building so that no one other than residents can enter the buildings for the security of the residents and crime prevention. Moreover, there are security cameras outside the buildings.

○Reconstruction of the University of Tsukuba Tokyo Campus Bunkyo School Building

The University of Tsukuba Tokyo Campus Bunkyo School building was renovated based on the school building renovation and improvement plan. Therefore, the operation of the Education Bureau of Laboratory Schools and the lectures for the Graduate School of Business Sciences were held at temporary school buildings until completion of the works. The new school building was completed in August 2011 and lectures are being given from September.

The amount paid in FY 2010 was approximately 238 million yen for the cost of reconstruction from the Facilities Maintenance Fee Subsidies, approximately 294 million yen for the rent fee of temporary school buildings from the reserve fund carried forward from the previous Mid-Term Plan period and approximately 274 million yen from other non-subsidy income.



Tokyo Campus Bunkyo School Building

Design concept

- School building with history and distinctive style in harmony with the community and lush trees
- Buildings with height held down to the minimum to match the height of trees
- Exterior with louver and materials with texture which blend in to the cluster of trees
- Facility design with environmentally friendly functions with consideration to energy saving
- An open university as a place for working people to study = base for lifelong education

Philosophy of the Tsukuba University Hospital

To offer patient-oriented medical care respecting the rights of the patients and privacy protection and to provide the highest level of medical treatment with the recognition of our role as a university hospital that is open to the community. Furthermore, we aim to fulfill our social mission by offering opportunities for advanced clinical pedagogy and research.



In front of the Tsukuba University Hospital Outpatient Clinic

○Renewal of University Hospital

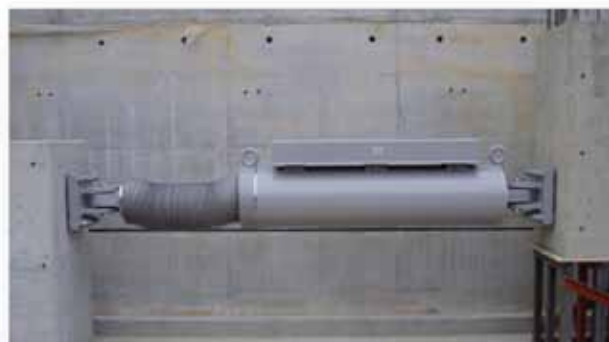
The Tsukuba University Hospital, since its opening, has carried out its social responsibility as the only University Hospital and Special Function Hospital in the Ibaraki prefecture as well as by exerting its function as the central hospital in the community. In order to persistently exert further functions, the hospital has begun the construction of a new building under the concept “to help create tomorrow’s medical treatment and medicine” with the aim to specialize in highly advanced, acute stage medical care while creating an ideal medical environment for the community as a whole and establish an education research hospital as the base to create the sustainable development structure.

The new hospital building will be completed at the end of September 2012 and is scheduled to be put in service from January 2013. The size of the facility being worked on is 45,986 m² including the new hospital building (reinforced concrete construction, 1 basement floor, 12 floors high, seismic isolation structure), hall and connecting corridor. It realizes a barrier-free, universal design environment with consideration to privacy so that our patients and their families who visit the hospital can receive medical care with comfort. Furthermore, the new hospital building has adopted a seismic isolation structure and will be able to maintain hospital function in case of disasters such as earthquakes.

The construction of this new hospital building is being performed under the “PFI” development method for the first time for a national university hospital and the maintenance and operation support of the hospital facility will be provided under the PFI method for 20 years after completion of the new hospital building.



Image of new hospital building exterior



Seismic Isolation Device (Oil-Damper)

*PFI

PFI (Private Finance Initiative) is a new method that utilizes the funds and management/technical abilities of the private sector for the construction, maintenance and management of public facilities.

○ Financial Situation of the University Hospital

As for the financial situation for FY 2010, University Hospital Income increased with the rise in number of patients, improved occupancy rate of registered beds and the revision of medical treatment fees. The operation income of the University Hospital was approximately 24.4 billion yen. This accounts for about 31% of the Ordinary Income of the university as a whole. It has become a significant part of the university's fiscal management.

Item	FY 2008	FY 2009	FY 2010
Operation Expense	20,390	21,864	22,909
Operation income	20,838	22,945	24,404
Operation P/L	448	1,081	1,495

Item	FY 2008	FY 2009	FY 2010
Hospitalized	246,481	254,437	255,930
Outpatient	340,859	341,617	359,834
Total	587,340	596,054	615,764

○ Efforts to Revive Community Medicine

Ibaraki is the second worst prefecture in Japan in terms of the number of doctors per population of 100,000 by prefecture (workplace). The shortage of doctors is a serious problem. In order to address the pressing issue of the collapse of community medicine due to this shortage of doctors, we are working on a community medicine revival plan adopting various methods in collaboration with government and industry to contribute to enhancing the organization and improving the quality of community medicine in areas where there are not enough doctors.

[Major Efforts for Revival of Community Medicine]

- 1) Development and implementation of new human resource cultivation program to take on community medicine
- 2) Development of environment for pre-, post- graduation and lifetime education and training in communities with doctor shortage and nurturing of doctors rooted in the community
- 3) Contribution to community medicine through support in building education instruction system and medical care at central hospitals in communities with doctor shortage
- 4) Joint development and research of medical equipment for the aging society utilizing clinical data held by our hospital

[Projects Implemented in FY 2010]

- 1) Establishment of Endowed Course on Regional Medical System (Ibaraki Prefecture Regional Clinical Education Center within the Ibaraki Prefectural Central Hospital opened)

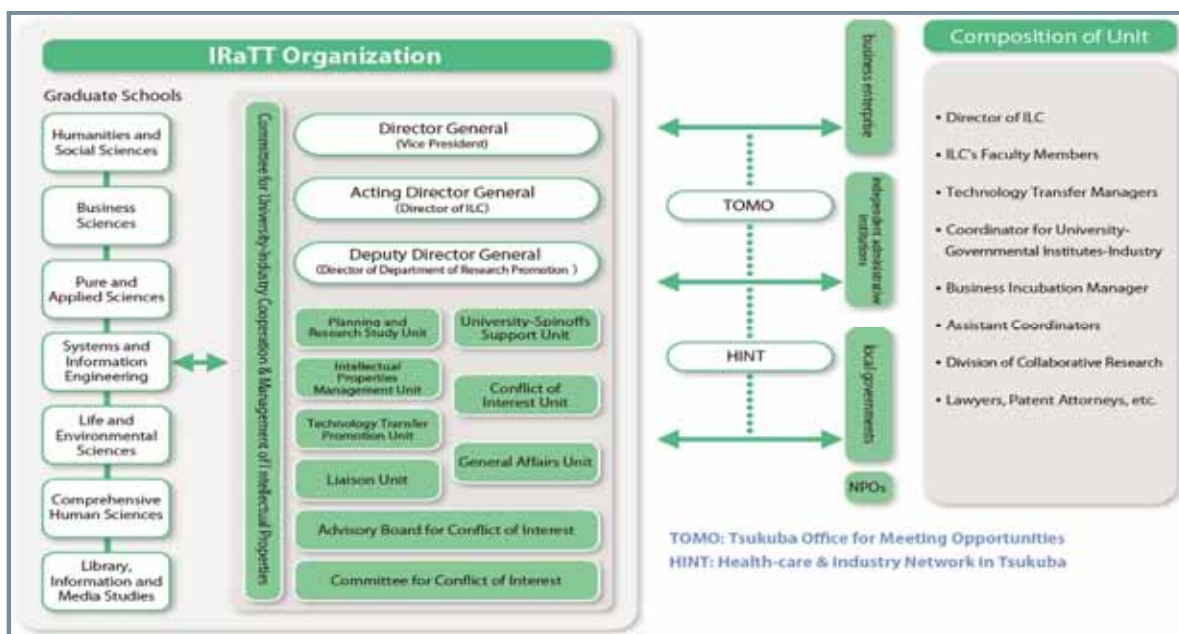
The University of Tsukuba and Ibaraki prefecture established an endowed course "Regional Medical System Course" based on the Ibaraki prefecture community medicine revitalization plan and initiated activities to cultivate and secure doctors to take on community medicine. The Prefectural Central Hospital has been designated the educational center hospital with a goal to secure doctors, enhance the education and instruction system to dispatch supervisory doctors to central hospitals in communities with doctor shortages, build a self-sustaining community medicine system in areas with not enough doctors, prepare an environment for coherent pre- and post-graduation education and training as well as research on securing community medicine and to contribute to creating a new system under which doctors can be circulated and community medicine will be improved.

- 2) Agreement Signed with Hitachi Ltd. on Establishment of Social Collaboration Course

A social collaboration course "Regional Medicine and Engineering Based Medicine" will be established in Hitachinaka General Hospital to enhance the medical education system through the collaboration between university and local hospitals, to contribute to securing doctors in communities with doctor shortages and to build a self-sustaining community medicine system. (Opened April 2011)

○ Industry Academia Collaboration Promotion at the University of Tsukuba

The University of Tsukuba has been selected for the Ministry of Education, Culture, Sports, Science and Technology's Industry-Academia-Government Collaboration Strategic Development Project (strategic development program), which was initiated in FY 2008 and the Industry Relations and Technology Transfer Office was newly established in April 2009. The Industry Relations and Technology Transfer Office has set as its major goal the creation of innovation through strengthening regional collaboration and supporting the growth of university spin-off companies, which is a characteristic of the University of Tsukuba. Currently, 83 venture companies, of which 68 are active, have been founded originating from the University of Tsukuba. (Two new companies were founded in FY 2010.)

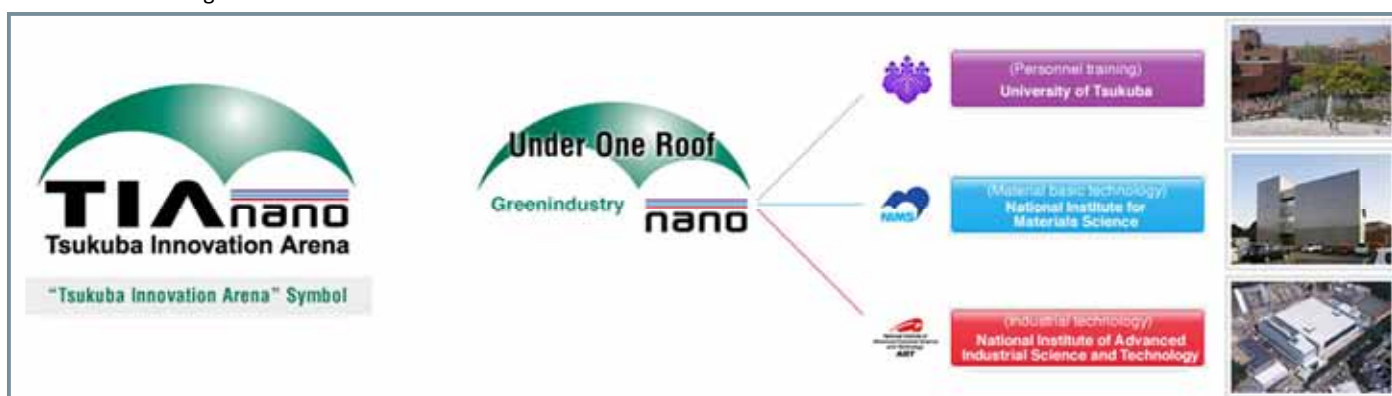


○ The University of Tsukuba Innovation Arena (TIA) Promotion Office Established

The University of Tsukuba Innovation Arena (TIA) –nano Promotion Office has been established.

This promotion office was formed in Tsukuba where world-class advanced nanotechnology research facilities and talents are gathered with the National Institute for Materials Science (NIMS), National Institute for Advanced Industrial Science and Technology (AIST) and the University of Tsukuba as core institutions in cooperation with the industry to promote efforts to combine and utilize the technologies and knowledge cultivated by each of the institutions in order to create a global center for nanotechnology research under the "Policy Statement on the Establishment of the Tsukuba Innovation Arena for Nanotechnology" (June 17, 2009: joint declaration by the Tsukuba Innovation Arena Executive Board). In order to promote the industrialization and human resource development in the field of nanotechnology in a unified manner as an integrated base open to industry, academia and independent administrative institutions, the University of Tsukuba will play a central role in the center's function to nurture human resource and drive the smooth operations in human resource cultivation and R&D projects.

In February 18, 2011, the first Mid-Term Plan (FY 2010 – FY 2014) "Creation of a global nanotechnology research complex to contribute to the prosperity of Japan as a nation based on advanced manufacturing and to resolving global issues" was formulated. Based on the Action Plan, TIA aims to establish the TIA Networking School with graduate school function for the cultivation of global talents in nanotechnology science in order to promote graduate school education and human resource development which are essential to a global hub.



○ External Funds Received

At National Corporation Universities, as the Management Expense Grants, which is the basic fund for the universities, is being reduced, gaining external funds is considered an important revenue for university management in order to provide stable education and research activities as well as other activities contributing to society.

As the graph on the right shows, external funds received at the University of Tsukuba in FY 2010 increased approximately 1 billion yen compared to FY 2009 for sponsored research but saw other external funds decrease slightly. Overall, the changes since FY 2006 show a rising trend.

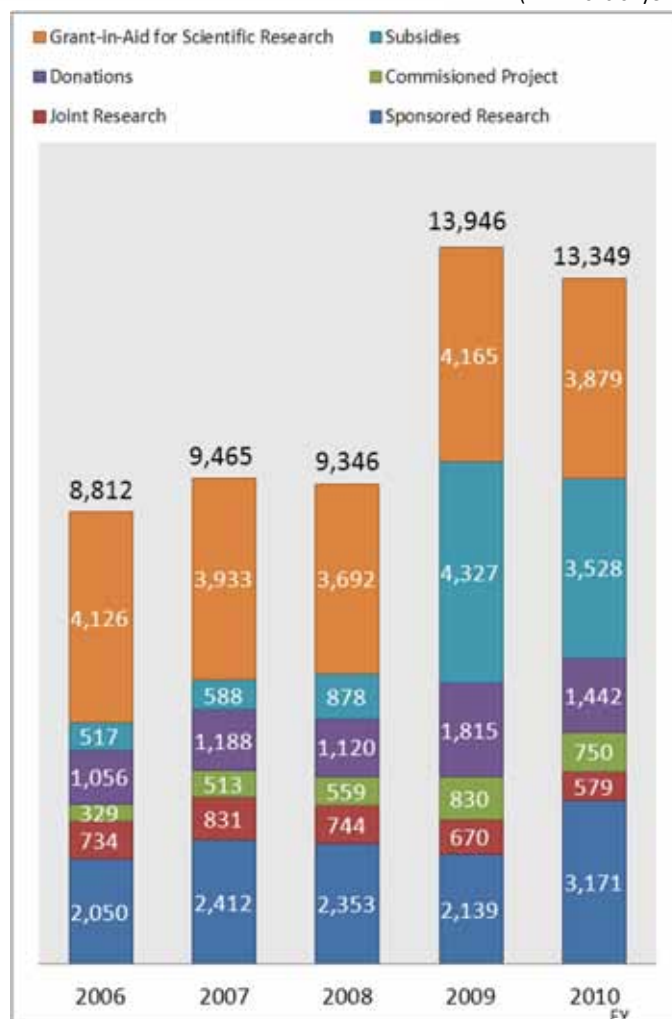
Furthermore, the external fund ratio (formula: External Fund Income/Ordinary Income) has risen 1.0% from the 5.9% in FY 2009 to 6.9%. (Please see the financial analysis on p.29 for details). From the above, it can be assumed that the reliance on external fund income is rising for the management of the University of Tsukuba. Therefore, we will focus on our efforts to gain external funds and report on relative research achievements.

Please visit the below URL for information regarding external funds for the University of Tsukuba

<http://www.tsukuba.ac.jp/visitors/business.html>

Changes in external funds received since FY 2006

(in millions of yen)



○ Endowed Courses

An endowed course is a course set up and managed as "endowed course" or "endowed research division" making effective use of donations from private companies etc. with an aim to give more variety to and to accelerate university education and research. At the University of Tsukuba, in FY 2010, the number of new courses introduced was 2, making the total number of endowed courses 9, and we are striving to make our education and research more active.



The Laboratory for Environmental Disaster Prevention Research in the "Environmental Disaster Prevention Course"

List of Endowed Courses Offered at the University of Tsukuba FY 2010

(in thousands of yen)

Endowed Course	Amount Received	Period
Life-style Related Diseases Course by the Ibaraki Prefecture Welfare Federation of Agricultural Cooperatives	71,000	April 1, 2007 - March 31, 2012
Cardiac Dysrhythmia Next Generation Endowed Research Division	20,000	April 1, 2008 - March 31, 2012
Department of Longevity Science Endowed by Onodera Memorial ASUKA Foundation	22,000	April 1, 2008 - March 31, 2013
Sleep Medicine Endowed Course	30,000	April 1, 2009 - March 31, 2011
Koretaka Ihara Community Medicine Pedagogical Course	20,000	April 1, 2009 - March 31, 2012
Toshokan Ryutsu Center (TRC) Library Management Course	25,000	April 1, 2009 - March 31, 2016
"Human Security - Seeking a New Way of Social Security" Endowed Course	26,660	Dec. 1, 2009 - Nov. 30, 2012
Research Course on Regional Medical System	45,000	April 1, 2010 - March 31, 2014
Environmental Disaster Prevention Course	—	April 1, 2010 - March 31, 2015

* The Amount Received reflects the payments received during FY 2010. The "Environmental Disaster Prevention Course" received 460,000,000 yen in FY 2009 as the total for 5 years so no amount is recorded for FY 2010.

Our faculty members

○ Research Related Expense

Research Related Expense in the University of Tsukuba's operations totaled approximately 14.8 billion yen.

- Research Expense • • • Expense used for research activities, the source of which are Management Expense Grants, Subsidies, Donations and Non-Subsidy Income.
- Sponsored Research etc. • • • Expense used for sponsored research or based on joint research contracts.
- Grants-in-Aid for Scientific Research, etc. (direct expense) • • • Subsidies granted to individual researchers from the national government
- Depreciation Amount not included in PL • • • Depreciation of research assets, acquired as investment from the national government or by using Facilities Expense /Appropriated Surplus, which are not recorded in the PL Statement

This Research Related Expense divided by the number of full-time teachers is approximately 8.69 million yen per teacher.

Breakdown of research related expense (in thousands of yen)

Item	FY 2010
Research Expense	7,149,739
Sponsored Research Expense, etc.	3,096,381
Grants-in-Aid for Scientific Research, etc. (direct expense)	2,828,061
Depreciation Amount Not Included in PL	1,739,470
Total	14,813,651

Research related expense per teacher approx. 8.69 million yen

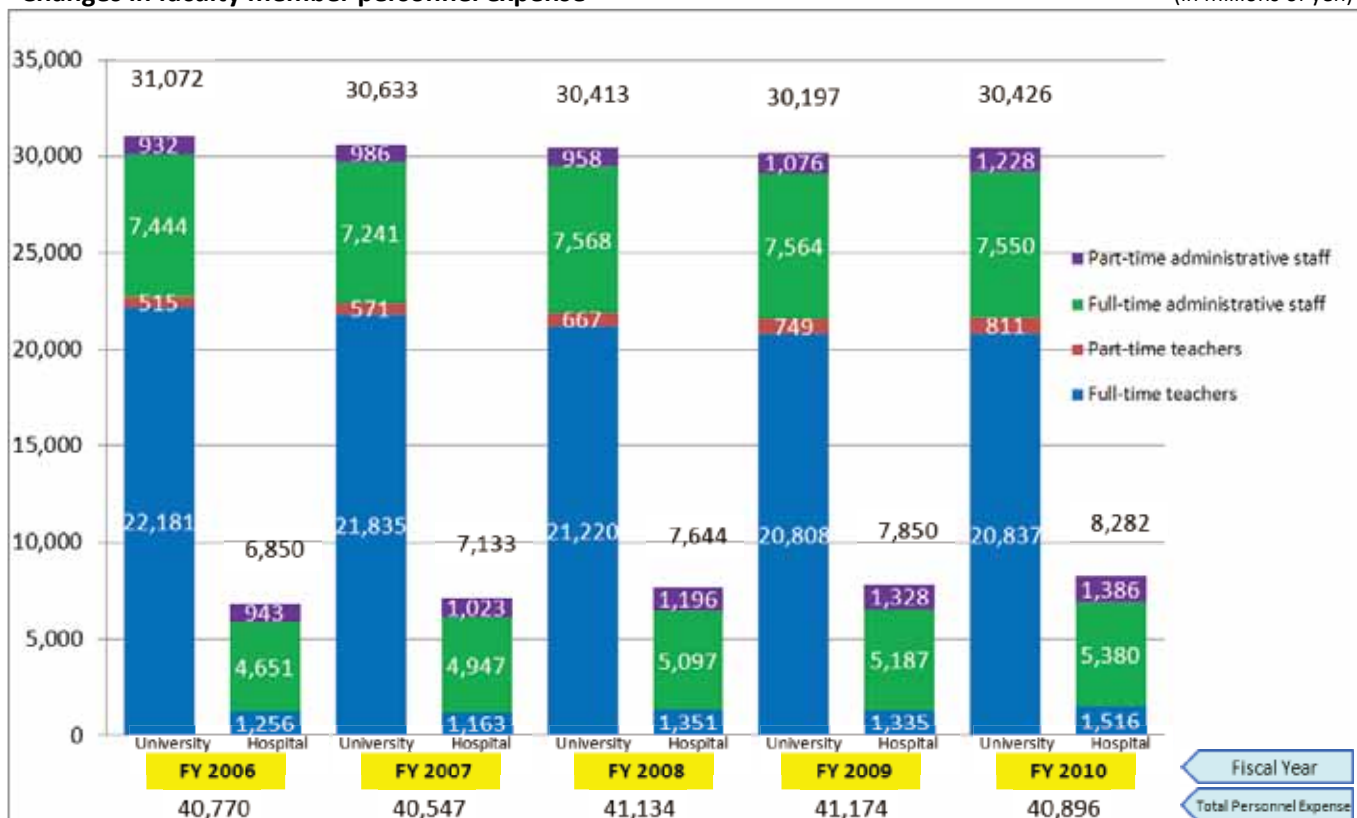
= Research related expense / Number of full-time teachers

Number of full-time teachers in FY 2010...1,705

○ Personnel Expense

At the University of Tsukuba, Personnel Expense account for 53.3% of Ordinary Expense and approximately 40.9 billion yen is paid out (including 160 million yen for Personnel Expense for Directors and 2,022 million yen for Retirement Benefits). While employment using external funds is growing year by year and operations are becoming more diversified, the University (excluding the University Hospital) has been promoting total personnel expense reform and as a result, Personnel Expense other than that using external funds is decreasing. The Personnel Expense at the University Hospital is increasing annually with the growth in the number of doctors and nurses. The Personnel Expense Ratio which shows the ratio of Personnel Expense against the total operation expense for the entire university was 55.9%. This is a decline of 1.6% from the 57.5% in FY 2009. (Please see the financial analysis on p.29 for details.)

Changes in faculty member personnel expense (in millions of yen)



*The graph's Personnel Expense does not include personnel expense for directors and retirement benefits.

○General Administrative Expense

General Administrative Expense is recorded as the expense necessary to manage and operate the university. The University of Tsukuba's General Administrative Expense for FY 2010 was approximately 2.6 billion yen, which was a decrease of approximately 0.2 billion yen from FY 2009. The main factors for the decline were lower Repair Expense and Compensation / Consignment / Commission.

The General Administrative Expense Ratio to Operation Expense declined 0.4% from FY 2009 to 3.5% and shows the efficiency in university management has improved. (Please see the financial analysis on p.29 for details.)

General administrative expense ratio

3.5%

= General Administrative Expense/Operation Expense

Breakdown of General Administrative Expense

(in thousands of yen)

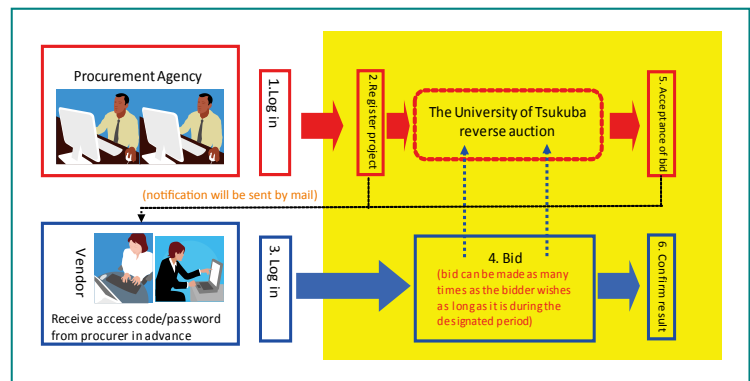
Items	FY 2009	FY 2010	Changes
Consumables	221,381	217,432	△ 3,949
Utility fees	272,527	264,498	△ 8,029
Travelling expense and carfare	60,594	73,432	12,838
Maintenance fees	149,678	188,288	38,610
Repair expense	424,556	306,517	△ 118,039
Non-life insurance premium	57,940	60,035	2,095
Advertisement fees	101,835	77,967	△ 23,868
Compensation/Consignment/Commission	1,020,898	920,127	△ 100,771
Tax and Dues	166,770	148,175	△ 18,595
Depreciation	122,081	132,865	10,784
Other	172,901	177,248	4,347
Total General Administrative Expense	2,771,161	2,566,584	△ 204,577
Operation Expense	71,552,833	73,144,854	1,592,021
General Administrative Expense Ratio	3.9%	3.5%	△ 0.4%

○Operational Improvements

The University of Tsukuba has studied the reverse auction scheme as an experiment for contracts since August 2010 with an aim to reduce operation costs.

A reverse auction is a procurement method under which designated procurement projects are disclosed and a call for wide participation is made. Business partners meeting the qualification for participation established by the university compete in terms of price (Dutch Auction) over the internet.

The method is to be fully introduced from FY 2011 and further reduction of operation cost is anticipated.



○Soyokaze Day-Care Center

The Soyokaze Day-Care Center is the second day-care center established at the university. Utilizing university's environment and advantage, the center aims to improve child welfare based on principles stated in the Children's Charter: "The child shall be respected as a human being through everyday child-care. The child shall be esteemed as a member of society. The child shall be raised in a good environment." By supporting the child rearing of our staff, both men and women, we as a corporation are working to improve the work environment, secure excellent healthcare professionals and contribute to realizing a gender-equal society.



Opening ceremony at Soyokaze Day-Care Center

Summary of Financial Statements

Balance Sheet

(in millions of yen)

Buildings and structures have increased by about 5.1 billion yen but as depreciation cost of about 4.4 billion yen was recorded, the gain is shown as approximately 0.8 billion yen. Mechanical equipment/tools, furniture and fixtures have also increased by about 3.8 billion yen but since depreciation cost of about 4.1 billion yen was recorded, the loss is shown as about 0.3 billion yen.

The number of books collected is about 2.6 million books as of the end of fiscal year 2010.

Decreased by about 400 million yen as buildings including the Laboratory for Innovation Research which were under construction have been completed.

We have 1.4 billion yen worth of government bonds being held for the long term. Government bonds of approximately 500 million yen to be redeemed within 1 year have been transferred to Current Assets.

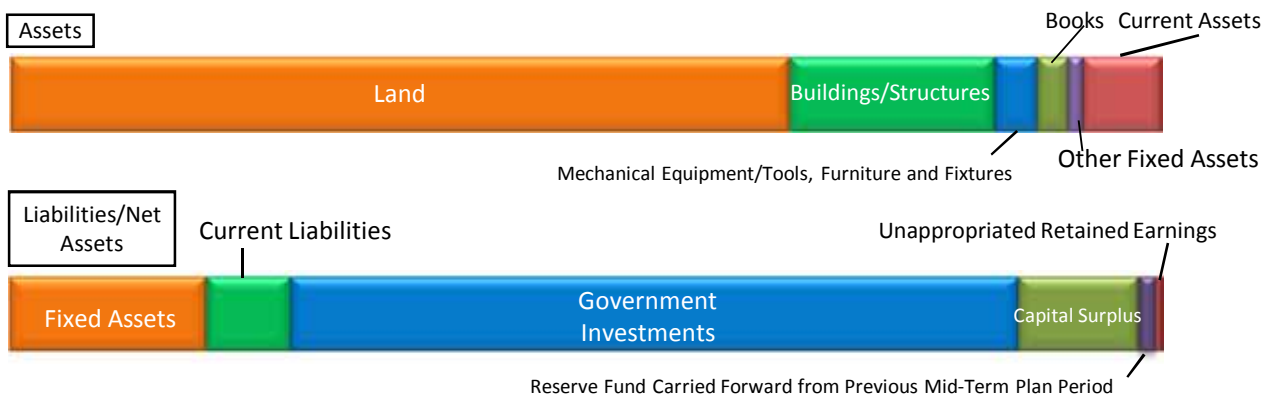
Decreased due to payment of reserve fund to national treasury (2.4 billion yen) upon the closing of the final year of the Mid-Term Plan Period.

Medical service fees receivables at the university hospital account for the majority, of which 95% is to be charged to the Social Medical Fee Payments Fund.

Includes approximately 1.5 billion yen of negotiable deposits and government bonds to be redeemed within 1 year.

Accounting Item	FY 2009	FY 2010	Change
Assets	370,017	368,942	Δ 1,075
Fixed Assets	343,474	343,657	183
Land	249,725	249,725	0
Buildings	60,798	61,640	842
Structures	4,019	3,963	Δ 56
Mechanical Equipment/Tools, Furniture and Fixtures	14,128	13,828	Δ 300
Books	9,678	9,777	99
Construction in Progress	2,057	1,635	Δ 422
Investment Securities	1,597	1,398	Δ 199
Other Fixed Assets	1,473	1,692	218
Current Assets	26,543	25,285	Δ 1,258
Cash and Deposits	21,712	18,045	Δ 3,667
Other Accounts Receivable	3,968	5,352	1,384
Marketable Securities	599	1,500	900
Drugs, Medicine and Materials for Medical Services	186	269	84
Other Current Assets	77	118	41

FY 2010 Breakdown of Assets/Liabilities/Net Assets by composite



(in millions of yen)

Accounting Item	FY 2009	FY 2010	Change
Liabilities	95,107	90,110	△ 4,996
Fixed Liabilities	68,106	63,070	△ 5,036
Per Contra Liabilities for Property Acquisition	21,976	22,596	620
Borrowings	41,271	36,677	△ 4,595
Asset Retirement Obligations	—	157	157
Other Fixed Liabilities	4,859	3,641	△ 1,218
Current Liabilities	27,001	27,040	39
Management Expense Grants Liabilities	—	2,807	2,807
Donation Liabilities	3,435	3,470	35
Borrowings Scheduled to be Repaid within One Year	4,600	4,595	△ 5
Other Accounts Payable	14,369	11,154	△ 3,215
Other Current Liabilities	4,597	5,015	418
Net Assets	274,910	278,831	3,922
Government Investment	232,964	232,964	0
Capital Surplus	33,426	38,438	5,012
Reserve Fund Carried Forward from Previous Mid-Term Plan Period	—	5,396	5,396
Appropriated Surplus	1,058	—	△ 1,058
Reserve	3,244	—	△ 3,244
Unappropriated Retained Earnings	4,219	2,033	△ 2,185

An accounting item specific to national university corporation accounting. When recording depreciation cost of assets, the per contra liabilities for property acquisition is reversed as an income item and balances out the depreciation cost which is an expense item.

Approximately 36.9 billion yen has been borrowed from financial institutions as fund for purchasing land. There is another approximately 4.4 billion borrowing from the Center for Finance and Management for purchasing the University Hospital's building and medical equipment.

Due to the revision of the National Universities Corporation Accounting Standard, in case there are legal obligations related to the retirement of fixed assets, the present value is posted as liability. There are also current liabilities but in this is included in Other Current Liabilities in this table.

Zero yen after squaring of accounts in FY 2009 as it was the final year of the Mid-Term Plan period. Amount carried forward for earthquake disaster and retirement benefits is posted as liability.

The amount invested by the government at the time of being corporatized and is the equivalent to capital in corporate accounting.

A surplus generated by the payment or decrease of capital, endowment, or revision of capital.

It is recorded in cases such as when fixed assets are acquired using facility fees provided by the government.

Amount carried forward to the current Mid-Term Plan period from the appropriation of the previous Mid-Term Plan period in its final year.

* The total may not match the sum as the figures less than the unit are rounded off.

Balance Sheet

Reveals the financial situation of a corporation on the day of settlement. Liabilities and Net Assets show the "source of fund procurement" and Assets shows "how the procured funds have been managed".

Assets: The majority is fixed assets such as land and buildings.

Liabilities: Borrowings account for 46% but we are striving to achieve a stable financial operation by making repayments in a well-planned manner.

Net Assets: Accounts for 76% of the total of Liabilities and Net Assets with 84% coming from government investment.

Profit and Loss Statement

(in millions of yen)

Accounting Item	FY 2009	FY 2010	Change
Ordinary Expense	75,518	76,787	1,269
Operation Expense	71,553	73,145	1,592
Education Expense	5,834	5,915	81
Research Expense	6,642	7,164	521
Medical Service Expense	12,421	13,278	857
Education and Research Support Expense	2,395	2,154	△ 241
Sponsored Research Expense	3,086	3,738	652
Personnel Expense	41,174	40,896	△ 278
General Administrative Expense	2,771	2,567	△ 205
Financial Expense	1,182	1,047	△ 135
Miscellaneous Loss	12	28	16
Extraordinary Loss	73	221	148
Current Gross Gains	4,219	2,033	△ 2,185

National university corporations are required to classify expense by purpose of its use such as education or research.

Increased due to the rise in medical drug expense as well as depreciation of lease assets, tools, furniture and fixtures.

Personnel expense accounts for 53.3% of Ordinary Expense. Fell due to the decline in retirement benefits as teachers' retirement age was extended.

Paid interests on borrowings and paid interest on lease assets are recorded here.

In FY 2009, Management Expense Grants as of the end of the Mid-Term Plan period were recorded as income. For this reason, the balance for this year has declined significantly compared to the previous fiscal year.

Breakdown of Ordinary Income/Ordinary Expense FY 2010 by composite

What is the difference between income and revenue?

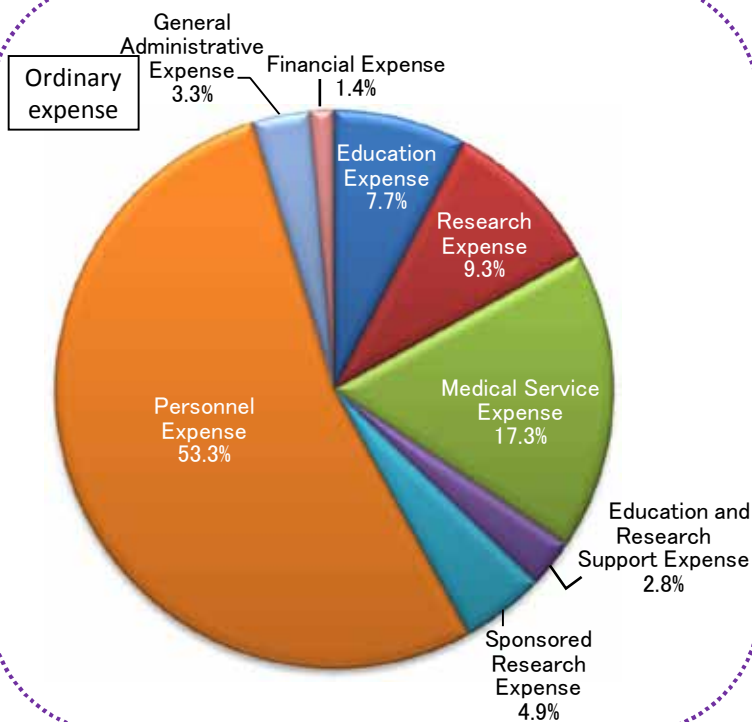
Income/Expense ... accrual accounting
Revenue/Payments ... cash basis accounting

Income that is not revenue
(ex) accrued income such as interests

Revenue that is not income
(ex) unearned revenue such as down payments

Payments that are not expense
(ex) prepayments such as rents

Expenses that are not payments
(ex) depreciation costs



(in millions of yen)

Accounting Item	FY 2009	FY 2010	Change
Ordinary Income	77,162	78,538	1,376
Management Expense Grants Income	36,270	34,659	Δ 1,611
Student Payments Income	10,476	10,012	Δ 465
University Hospital Income	19,476	21,480	2,004
Sponsored Research Income	3,575	4,266	691
Donation Income	964	1,125	161
Subsidy Income	1,669	1,840	171
Facilities Expense Grants Income	534	287	Δ 247
Reversal of Per Contra Liabilities for Property Acquisition	2,203	2,601	397
Financial Income	71	50	Δ 21
Miscellaneous Gains	1,923	2,218	295
Extraordinary Profit	2,441	140	Δ 2,301
Reversal of Appropriated Surplus	207	362	155

Decreased due to the carryover of Innovative Research Support Programs, carryovers because of the earthquake disaster and a decline in retirement benefits.

Increased significantly due to the revision of medical treatment fees as well as the rise in number of surgeries.

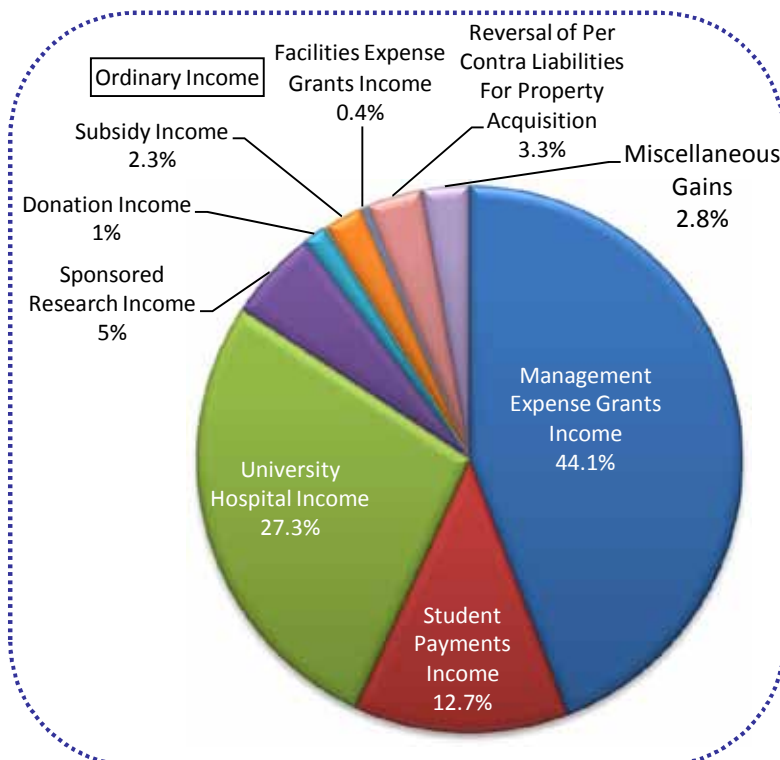
Increased with the rise in sponsored research fee received (selected for "Team 'Nippon' Multi Support Project").

This is an income item reported corresponding to the depreciation expense of assets. The profit and loss is balanced with the reporting of this figure.

Miscellaneous income has increased along with the growth in research related revenue (such as overhead cost including Grant-in-Aid for Scientific Research, etc.).

In FY 2009, Management Expense Grants as of the end of the Mid-Term Plan period were recorded as income. For this reason, the balance for this year has declined significantly compared to the previous fiscal year.

* The total may not match the sum as the figures less than the unit are rounded off.



Profit and Loss Statement

The report shows the amount of income minus expense as profit. It reveals the operational situation of a national university corporation during a certain accounting period.

Summary of Financial Statements

Cash Flow Statement

(in millions of yen)

Item	FY 2009	FY 2010	Change
I Cash Flow from Operation Activities	15,405	12,081	Δ3,324
Education/Research Operation Expenditure	Δ12,845	Δ14,557	Δ1,711
Medical Service Operation Expenditure	Δ10,221	Δ11,395	Δ1,174
Personnel Expense	Δ41,717	Δ41,697	20
Other Operational Expense	Δ2,832	Δ2,841	Δ8
Management Expense Grants Income	41,927	42,847	920
Student Payments Income	9,931	9,906	Δ25
University Hospital Income	19,333	21,095	1,762
Sponsored Research Income/Sponsored Operations Income	3,523	4,516	993
Subsidies Income	4,479	2,392	Δ2,087
Donations Income	1,815	1,442	Δ373
Other Operational Income	1,989	2,226	237
Changes in Deposits Payable	24	503	479
Amount Paid to National Treasury	—	Δ2,356	Δ2,356
II Cash Flow from Investment Activities	Δ190	Δ8,198	Δ8,009
Expenditures from the Acquisition of Marketable Securities	Δ4,400	Δ25,332	Δ20,932
Proceeds from the Sale of Marketable Securities	3,800	24,632	20,832
Expenditures from the Acquisition of Fixed Tangible Assets	Δ8,636	Δ11,576	Δ2,940
Expenditures from the Acquisition of Fixed Intangible Assets	Δ134	Δ142	Δ8
Expenditures from Deposit of Fixed Deposits	Δ41,140	Δ22,640	18,500
Income from the Withdrawal of Fixed Deposits	43,360	22,820	Δ20,540
Income from Facility Expense	6,883	4,172	Δ2,711
Expenditures of Refund from Settling Facility Expense	—	Δ188	Δ188
Other Investment Expenditures	—	Δ0	Δ0
Interests and Dividends Received	77	55	Δ22
III Cash Flow from Financial Activities	Δ7,497	Δ7,369	128
Expenditures for the Repayment of Lease Obligations	Δ1,419	Δ1,362	56
Expenditures for the Repayment of PFI Liabilities	Δ170	Δ175	Δ5
Expenditures for the Repayment of Center for National University Finance and Management Debt Burden	Δ684	Δ633	51
Expenditures for the Repayment of Long-term Borrowings	Δ3,963	Δ3,967	Δ4
Other Financial Income/Expenditures	Δ1	—	1
Interest Paid	Δ1,260	Δ1,232	29
IV Differences from Currency Conversion of Funds	Δ0	Δ0	Δ0
V Changes in Funds	7,718	Δ3,487	Δ11,205
VI Initial Balance	7,314	15,032	7,718
VII Closing Balance	15,032	11,545	Δ3,487

* The total may not match the sum as the figures less than the unit are rounded off.

Shows the flow of cash, such as business income/expenses, related to conducting the respective operations of education and research, etc.

Reports the difference between the amount received and amount paid.

Shows the flow of cash in fund operations or acquisition of fixed assets for establishing the operational foundation towards the future.

Shows the movement of funds related to repayment of borrowings, etc.

Shows the changes in the amount of funds during the fiscal term. The decrease in funds during the fiscal term is due to the increase in investment activities.

The closing balance does not include fixed-term deposits and thus does not match the cash and deposits in the balance sheet.

Cash Flow Statement

The statement focuses on the flow of cash during a certain accounting period and displays them by specific activity segments. It shows the flow and overage, shortage of cash which cannot be seen in the "Balance Sheet" or "Profit and Loss Statement".

While the Profit and Loss Statement shows the expenses and income generated during the fiscal term, this statement recognizes and measures the fact of "cash received and paid" including borrowings unrelated to expense or cost as well as additional investments, and is indicated as income (plus) and expenditures (minus: Δ) segments.

National University Corporation Business Operation Cost Statement

(in millions of yen)

Shows the expenses in the Profit and Loss Statement minus non-subsidy income.

Shows income other than that coming from tax money.

Shows the increase in the cost borne by the Japanese people that is not included in the Profit and Loss Statement.

Represents the amount waived or reduced when using assets held by the government, etc. for being a national university corporation.

Includes staff housings rented free of charge from the government.

No interest payment is required on government investments recorded in the Balance Sheet but this represents the hypothetical amount which would be paid.

Item	FY 2009	FY 2010	Change
I Operation expense	39,073	37,787	△1,286
(1) Expense in Profit and Loss Statement	75,591	77,007	1,416
Operation Expense	71,553	73,145	1,592
General Administrative Expense	2,771	2,567	△205
Financial Expense	1,182	1,047	△135
Miscellaneous Expense	12	28	16
Extraordinary Loss	73	221	148
(2) (Deduction) Non-subsidy Income, etc.	△36,519	△39,220	△2,702
Tuition Fee Income	△8,777	△8,334	442
Admission Fee Income	△1,378	△1,349	29
Examination Fee Income	△321	△328	△7
University Hospital Income	△19,476	△21,480	△2,004
Sponsored Research Income	△2,787	△3,590	△803
Sponsored Operations Income	△788	△676	112
Donations Income	△964	△1,125	△161
Reversal of Management Expense Grants per Contra Liabilities for Property Acquisition	△24	△29	△5
Reversal of Donations per Contra Liabilities for Property Acquisition	△696	△667	29
Financial Income	△71	△50	21
Miscellaneous Income	△1,186	△1,457	△271
Extraordinary Income	△50	△134	△84
II Depreciation Amount Not Included In PL	3,839	4,130	291
III Impairment Loss Amount Not Included In PL	21	—	△21
IV Interest Expense Amount Not Included In PL	—	14	14
V Sales or Disposal Amount Not Included In PL	1	18	18
IV Estimated Amount of Increase in Unreserved Bonus	△2	△29	△27
V Estimated Amount of Increase in Unreserved Retirement Benefit	47	683	635
VI Opportunity Cost	4,017	3,610	△407
Opportunity Cost of Debt-credit Transactions of Decreased or Free of Charge Usage Fees from the State or Local Public Authorities	371	262	△108
Opportunity Cost of Government Investment	3,647	3,348	△299
VII National University Corporation Business Operation Cost Statement	46,996	46,213	△783

* The total may not match the sum as the figures less than the unit are rounded off.

National University Corporation Business Operation Cost Statement

The document summarizes the cost borne by the Japanese people for the business operation of a national university corporation to ensure the thoroughness of information disclosure so that it would contribute to the evaluation/assessment of the operations of a national university, etc. by the Japanese people who are the tax payers. That is to say, it represents the amount of tax money incurred by the Japanese people for our university.

Summary of Financial Statements

Earnings Statement

Income increased due to the larger carry over from the prior period.

Income declined because part of the renovation and function enhancement works at the Tokyo Campus was carried over to the next fiscal year.

Income increased due to management efforts including the rise in the number of outpatients.

Income grew from efforts to earn unplanned private donations.

Income increased with the expenses for works on the student residence halls and the Tokyo Campus.

● **Income** (in millions of yen)

Classification	Budget	Actual	Difference (Actual - Budget)
Management Expense Grants	42,948	43,591	643
Facilities Maintenance Fee Subsidies	7,163	4,250	Δ2,912
Subsidies Income	3,190	3,151	Δ39
Grants for Facilities from the Center for National University Finance and Management	168	175	7
Non-subsidy Income	29,703	32,391	2,687
Tuitions, Admission and Examination Fee Income	9,825	9,910	85
University Hospital Income	18,688	21,095	2,408
Other Miscellaneous Income	1,191	1,386	195
Industry-Academia Collaboration Research Income and Donations Income	5,580	7,811	2,231
Reversal of Reserve	342	334	Δ8
Budget Surplus from Prior Period	—	—	—
Reversal of Appropriated Surplus	—	765	765
Total	89,094	92,468	3,374

● **Payments** (in millions of yen)

Classification	Budget	Actual	Difference (Actual - Budget)
Operation Expense	67,416	66,500	Δ916
Education and Research Expense	48,319	46,179	Δ2,140
Medical Service Expense	19,097	20,320	1,224
Facility Maintenance Expense	7,331	4,425	Δ2,905
Subsidies, Etc.	3,190	3,092	Δ98
Expense for Industry-Academia Collaboration Research and Donation Projects	5,580	6,596	1,017
Redemption of Long-Term Borrowings	5,577	5,577	Δ0
Total	89,094	86,191	Δ2,903

Payments decreased with carryovers due to the earthquake disaster and other factors.

Payments increased due to the rise in consignment fee for examinations and medical drugs expense in light of the rise in the number of outpatients.

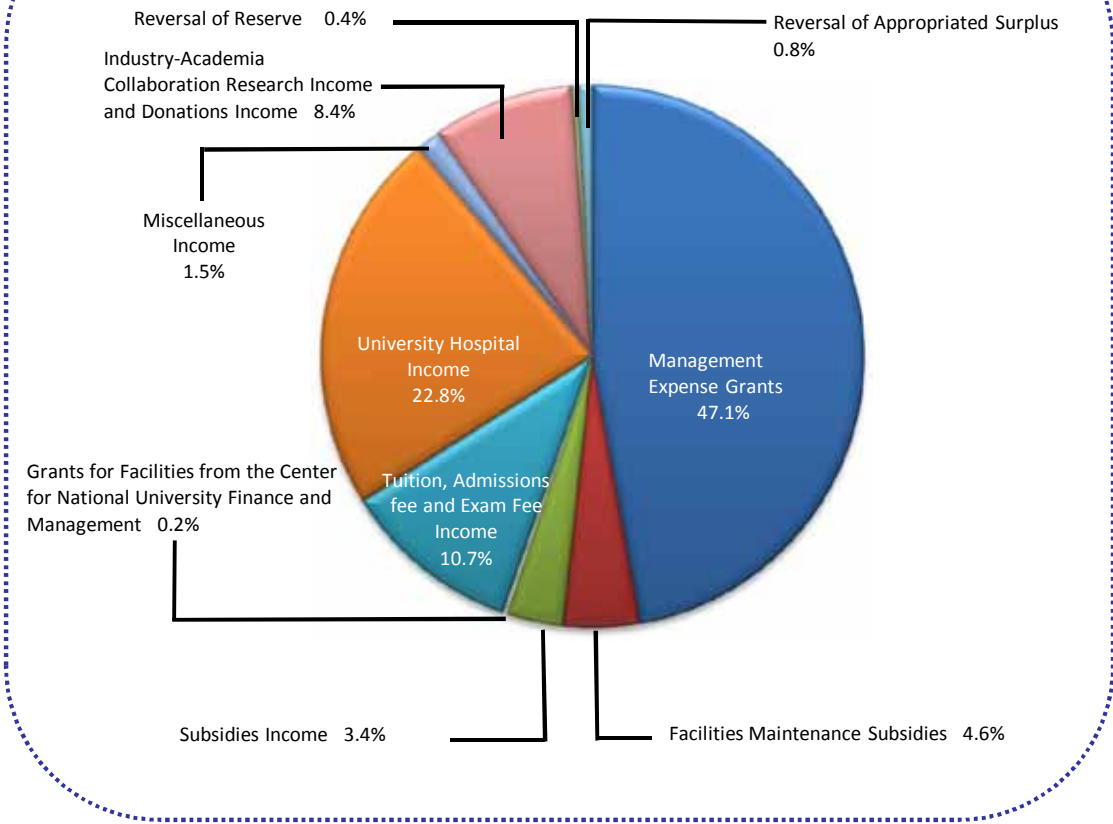
Payments decreased due to some operations being carried over to the following fiscal year.

Expense decreased along with the decrease in subsidies received.

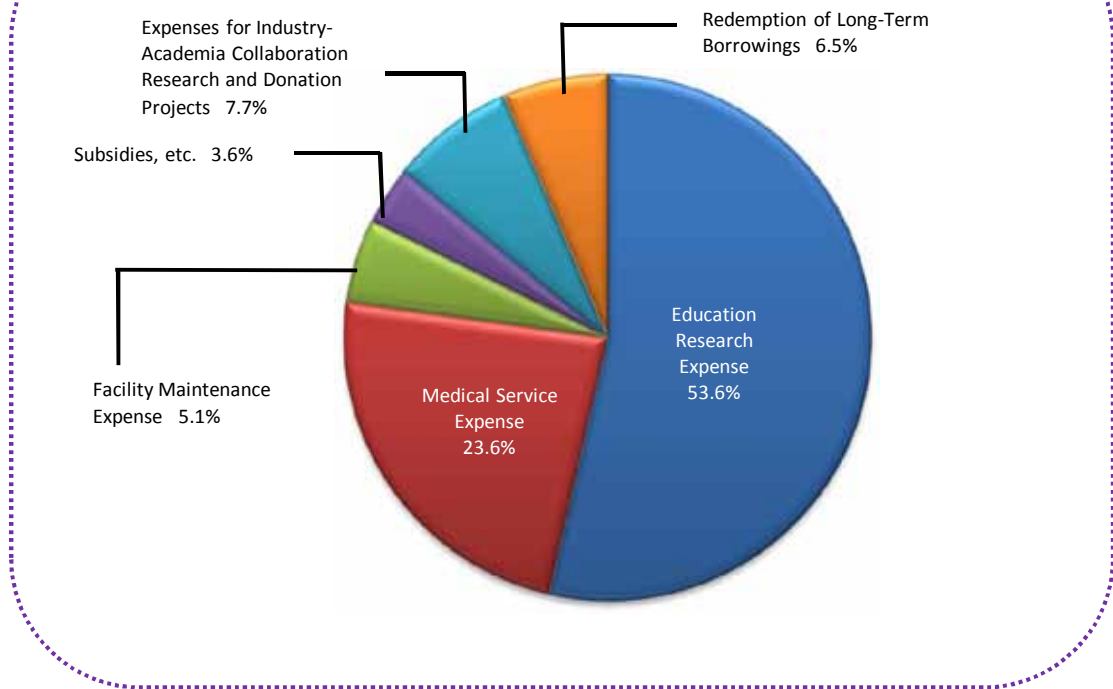
Earnings Statement

As the majority of the operation fund is appropriated from government resources, management by budget classifications similar to that of the state is required. The document shows the situation of operation in comparisons to the budget plan.

Breakdown of Income Settlement



Breakdown of Payment Settlement



Summary of Financial Statements

Statement on Appropriation of Earned Surplus (draft)

(in millions of yen)

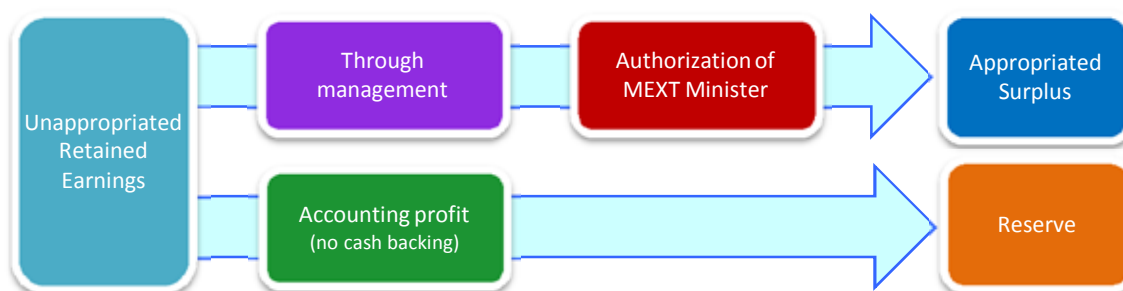
I Unappropriated Retained Earnings	2,033	
Current Gross Gains	2,033	
II Amount appropriated	2,033	
Appropriated Surplus	1,132	Amount to be requested for approval by the Minister of Education, Culture, Sports, Science and Technology under the National University Corporations Law Article 35 which provides for the mutatis mutandis application of the Act on the General Rules for Incorporated Administrative Agencies Article 44, Paragraph 3
Reserve	902	

Surplus from management efforts including reducing expenses through efficient operations management and raising non-subsidy income.

Portion of Unappropriated Retained Earnings with cash backing which can be used for operations that may be carried over to the following fiscal year upon receiving authorization of management efforts from the Minister of Education, Culture, Sports, Science and Technology (MEXT) based on application and upon making the use of the fund clear.

Unappropriated Retained Earnings other than Appropriated Surplus is kept as Reserve.

* The total may not match the sum as the figures less than the unit are rounded off.



Statement on Appropriation of Earned Surplus

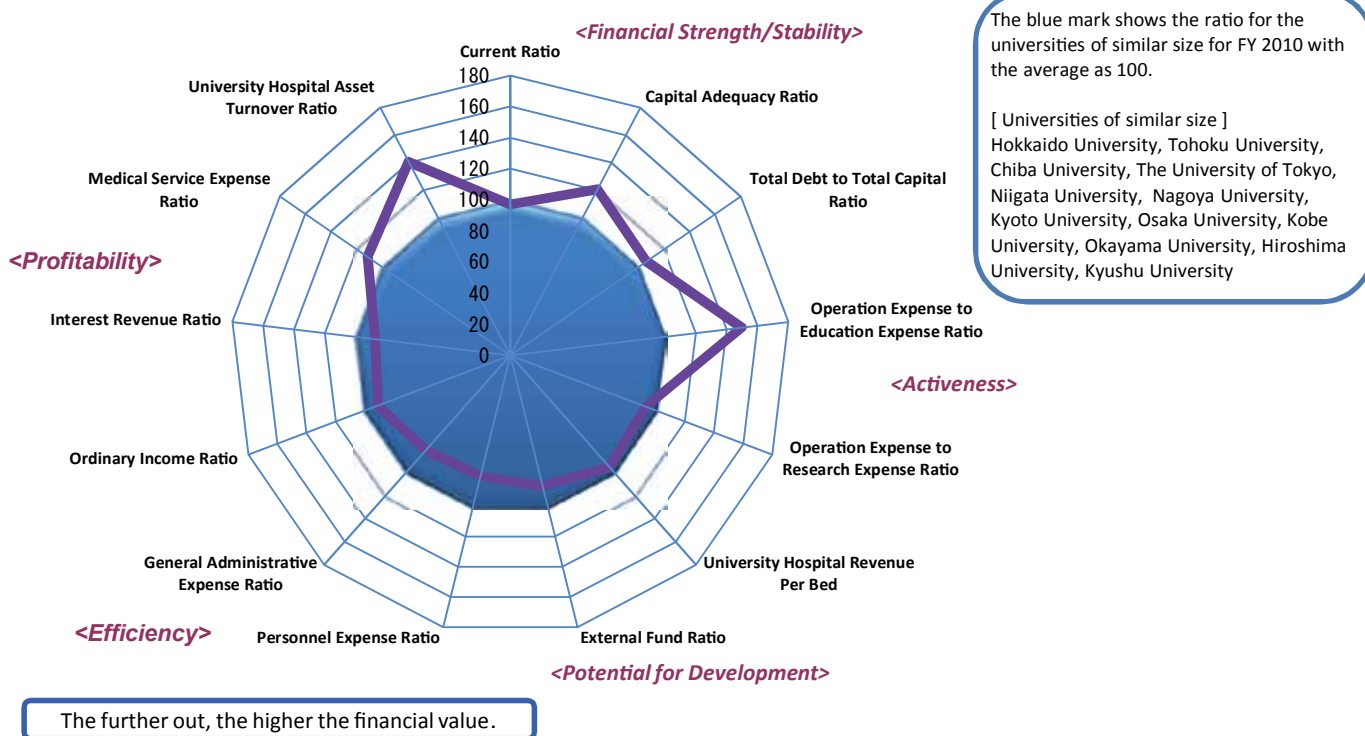
National University Corporations are non-profit corporations which conducts operations with Management Expense Grants received. Its accounting is based on a system under which the profit and loss shall be balanced if operations are implemented as planned. However, if non-subsidy income rises or costs are reduced through efficient operations management, there will be a profit. The "Statement on Appropriation of Earned Surplus" is prepared in order to make clear how this profit will be carried forward to the next fiscal year.

Financial Analysis

Making a financial analysis using the financial data from the financial statements helps to better understand and improve the financial situation of the university. The analysis is also utilized to achieve the accountability towards the Japanese people as well as parties involved with the university.

The University of Tsukuba makes analyses using the following five benchmark system.

- (1) Financial Strength/Stability
Shows whether or not the financial structure allows for stable/continuous education/research activities.
- (2) Activeness
Shows whether or not financial resource is secured/used for improving the level of higher education/ academic research.
- (3) Potential for Development
Shows whether or not the university is making efforts to secure various resources outside the management expense grants from the government and payments from students to ensure financial stability and activities.
- (4) Efficiency
Shows whether or not resources are efficiently managed in conducting education/ research activities.
- (5) Profitability
Shows the profitability of non-subsidy income; in particular whether or not the expense and revenue of general medical examination activities at the university hospital is balanced.



Explanation of Benchmark		Benchmark	Analysis																		
Financial Strength/Stability	Current Ratio (Current Assets / Current Liabilities)	<p>Current Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2006</th> <th>FY 2007</th> <th>FY 2008</th> <th>FY 2009</th> <th>FY 2010</th> </tr> </thead> <tbody> <tr> <td>University of Tsukuba</td> <td>87.3%</td> <td>81.8%</td> <td>89.0%</td> <td>98.3%</td> <td>93.5%</td> </tr> <tr> <td>Avg. of Similar Size Univ.</td> <td>96.3%</td> <td>101.7%</td> <td>101.1%</td> <td>103.2%</td> <td>95.6%</td> </tr> </tbody> </table>		FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	University of Tsukuba	87.3%	81.8%	89.0%	98.3%	93.5%	Avg. of Similar Size Univ.	96.3%	101.7%	101.1%	103.2%	95.6%	<p>Current Ratio has declined from the previous fiscal year due to the decrease in cash and deposits from the squaring (payment to the national treasury) in the final year of the previous Mid-Term Plan period as well as the application of operation achievement standard and the increase of Management Expense Grants carried forward due to the earthquake disaster. Compared to the average of universities of similar size, our ratio is somewhat low.</p>
			FY 2006	FY 2007	FY 2008	FY 2009	FY 2010														
University of Tsukuba	87.3%	81.8%	89.0%	98.3%	93.5%																
Avg. of Similar Size Univ.	96.3%	101.7%	101.1%	103.2%	95.6%																
<p>A benchmark that shows the short-term solvency (within one year) and the higher the figure, the larger the margin of solvency is. If the current ratio is over 100%, it can be said that the current liabilities can be paid off with current assets.</p> <p style="text-align: center;">↑</p>																					

*If the arrow indicated on the lower part of the ratio column is pointing upward, the benchmark is better if the figure is higher. The opposite is true if the arrow is pointing downward.

Financial Analysis

Explanation of Benchmark		Benchmark	Analysis																		
Financial Strength/Stability	<p>Capital Adequacy Ratio</p> <p>(Equity Capital / (Liabilities + Equity Capital))</p> <p>A benchmark that shows the soundness of management. The larger the figure, the more sound it is.</p> <p>↑</p>	<p>Capital Adequacy Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2006</th> <th>FY 2007</th> <th>FY 2008</th> <th>FY 2009</th> <th>FY 2010</th> </tr> </thead> <tbody> <tr> <td>University of Tsukuba</td> <td>71.3%</td> <td>72.7%</td> <td>73.8%</td> <td>74.3%</td> <td>75.6%</td> </tr> <tr> <td>Avg. of Similar Size Univ.</td> <td>66.2%</td> <td>65.6%</td> <td>65.3%</td> <td>65.5%</td> <td>65.5%</td> </tr> </tbody> </table>		FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	University of Tsukuba	71.3%	72.7%	73.8%	74.3%	75.6%	Avg. of Similar Size Univ.	66.2%	65.6%	65.3%	65.5%	65.5%	<p>This benchmark has improved from the previous fiscal term due to the rise in capital surplus from the acquisition of fixed asset using facilities expense grants and the redemption of long-term borrowings for the purchase of school property. Compared to other universities of similar size, our ratio is fairly high.</p>
		FY 2006	FY 2007	FY 2008	FY 2009	FY 2010															
University of Tsukuba	71.3%	72.7%	73.8%	74.3%	75.6%																
Avg. of Similar Size Univ.	66.2%	65.6%	65.3%	65.5%	65.5%																
<p>Total Debt to Total Capital Ratio</p> <p>(Liabilities* / Liabilities Net Assets)</p> <p>A benchmark that shows liabilities which require the payout of funds against total assets. The lower the figure, the higher the ability to payback debts.</p> <p>↓</p>	<p>Total Debt to Total Capital Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2006</th> <th>FY 2007</th> <th>FY 2008</th> <th>FY 2009</th> <th>FY 2010</th> </tr> </thead> <tbody> <tr> <td>University of Tsukuba</td> <td>23.0%</td> <td>21.1%</td> <td>19.4%</td> <td>18.8%</td> <td>16.6%</td> </tr> <tr> <td>Avg. of Similar Size Univ.</td> <td>20.5%</td> <td>20.8%</td> <td>20.8%</td> <td>20.2%</td> <td>19.1%</td> </tr> </tbody> </table>		FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	University of Tsukuba	23.0%	21.1%	19.4%	18.8%	16.6%	Avg. of Similar Size Univ.	20.5%	20.8%	20.8%	20.2%	19.1%	<p>Long-term borrowings for purchasing land for campuses and borrowings for improving University Hospital facilities are repaid every year. Therefore, the Total Debt to Total Capital Ratio has declined and the ability to payback debts has improved. Compared to the average of universities of similar size, our ratio is low which is a positive trend.</p>	
	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010																
University of Tsukuba	23.0%	21.1%	19.4%	18.8%	16.6%																
Avg. of Similar Size Univ.	20.5%	20.8%	20.8%	20.2%	19.1%																
Activeness	<p>Operation Expense to Educational Expense Ratio</p> <p>(Education Expense / Operation Expense)</p> <p>A benchmark that shows the education expense against operation expense. The higher the figure, the larger the expense necessary for education.</p> <p>↑</p>	<p>Operation Expense to Educational Expense Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2006</th> <th>FY 2007</th> <th>FY 2008</th> <th>FY 2009</th> <th>FY 2010</th> </tr> </thead> <tbody> <tr> <td>University of Tsukuba</td> <td>8.8%</td> <td>7.6%</td> <td>7.8%</td> <td>8.2%</td> <td>8.1%</td> </tr> <tr> <td>Avg. of Similar Size Univ.</td> <td>4.4%</td> <td>4.5%</td> <td>4.7%</td> <td>5.1%</td> <td>4.4%</td> </tr> </tbody> </table>		FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	University of Tsukuba	8.8%	7.6%	7.8%	8.2%	8.1%	Avg. of Similar Size Univ.	4.4%	4.5%	4.7%	5.1%	4.4%	<p>Education Expense increased slightly because of the rent for buildings required for the move of the Tokyo Campus but the ratio to Operation Expense has declined slightly. Compared to the average of universities of similar size, our ratio is fairly high.</p>
		FY 2006	FY 2007	FY 2008	FY 2009	FY 2010															
University of Tsukuba	8.8%	7.6%	7.8%	8.2%	8.1%																
Avg. of Similar Size Univ.	4.4%	4.5%	4.7%	5.1%	4.4%																
<p>Operation Expense to Research Expense Ratio</p> <p>(Research Expense / Operation Expense)</p> <p>A benchmark that shows the research expense against operation expense. The larger the figure, the higher the expense used in research activities.</p> <p>↑</p>	<p>Operation Expense to Research Expense Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2006</th> <th>FY 2007</th> <th>FY 2008</th> <th>FY 2009</th> <th>FY 2010</th> </tr> </thead> <tbody> <tr> <td>University of Tsukuba</td> <td>8.6%</td> <td>8.6%</td> <td>9.1%</td> <td>9.3%</td> <td>9.8%</td> </tr> <tr> <td>Avg. of Similar Size Univ.</td> <td>10.4%</td> <td>10.6%</td> <td>10.9%</td> <td>11.3%</td> <td>11.3%</td> </tr> </tbody> </table>		FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	University of Tsukuba	8.6%	8.6%	9.1%	9.3%	9.8%	Avg. of Similar Size Univ.	10.4%	10.6%	10.9%	11.3%	11.3%	<p>Operating Expense overall increased and Research Expense has also risen. Therefore, research activity has improved from the previous fiscal year and is in a positive trend rising year by year. However, compared to the average of other universities of similar size, our ratio is somewhat lower.</p>	
	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010																
University of Tsukuba	8.6%	8.6%	9.1%	9.3%	9.8%																
Avg. of Similar Size Univ.	10.4%	10.6%	10.9%	11.3%	11.3%																

*The debt amount in the Total Debt to Total Capital Ratio is calculated as total liability minus per contra liabilities for property acquisition, liability adjustments for donations, management expense grants and tuitions.

Explanation of Benchmark		Benchmark	Analysis																		
Efficiency	<p>Personnel Expense Ratio</p> <p>(Personnel Expense / Operation Expense)</p> <p>A benchmark that shows the management efficiency of a university from personnel aspects. Generally, the lower the figure, the higher the efficiency is.</p> <p>↓</p>	<p>Personnel Expense Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2006</th> <th>FY 2007</th> <th>FY 2008</th> <th>FY 2009</th> <th>FY 2010</th> </tr> </thead> <tbody> <tr> <td>University of Tsukuba</td> <td>60.4%</td> <td>60.7%</td> <td>59.2%</td> <td>57.5%</td> <td>55.9%</td> </tr> <tr> <td>Avg. of Similar Size Univ.</td> <td>54.8%</td> <td>53.7%</td> <td>52.8%</td> <td>51.6%</td> <td>51.1%</td> </tr> </tbody> </table>		FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	University of Tsukuba	60.4%	60.7%	59.2%	57.5%	55.9%	Avg. of Similar Size Univ.	54.8%	53.7%	52.8%	51.6%	51.1%	<p>We are working on reducing Personnel Expense through the overall Personnel Expense reform.</p> <p>Personnel Expense declined while the overall operating expense rose and the personnel expense ratio is in a declining trend. However, compared to the average of universities of similar size, our ratio is high and therefore we consider that a long-term reduction is needed.</p>
		FY 2006	FY 2007	FY 2008	FY 2009	FY 2010															
University of Tsukuba	60.4%	60.7%	59.2%	57.5%	55.9%																
Avg. of Similar Size Univ.	54.8%	53.7%	52.8%	51.6%	51.1%																
<p>General Administrative Expense Ratio</p> <p>(General Administrative Expense / Operation Expense)</p> <p>A benchmark that shows the management efficiency of a university. Generally, the lower the figure the better it is. This expense is genuinely the management / operation cost of the university and how to reduce it is the issue.</p> <p>↓</p>	<p>General Administrative Expense Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2006</th> <th>FY 2007</th> <th>FY 2008</th> <th>FY 2009</th> <th>FY 2010</th> </tr> </thead> <tbody> <tr> <td>University of Tsukuba</td> <td>4.3%</td> <td>4.0%</td> <td>3.8%</td> <td>3.9%</td> <td>3.5%</td> </tr> <tr> <td>Avg. of Similar Size Univ.</td> <td>3.3%</td> <td>3.3%</td> <td>3.3%</td> <td>3.3%</td> <td>2.9%</td> </tr> </tbody> </table>		FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	University of Tsukuba	4.3%	4.0%	3.8%	3.9%	3.5%	Avg. of Similar Size Univ.	3.3%	3.3%	3.3%	3.3%	2.9%	<p>We are working on reducing the general administrative expense through operation improvements in university management.</p> <p>Overall operation expense are rising but general administrative expense declined and the efficiency improved compared to the previous fiscal year. However, compared to the average of universities of similar size, our ratio is high and we believe there is room for cutting back.</p>	
	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010																
University of Tsukuba	4.3%	4.0%	3.8%	3.9%	3.5%																
Avg. of Similar Size Univ.	3.3%	3.3%	3.3%	3.3%	2.9%																
Potential for Development	<p>External Fund Ratio</p> <p>((Sponsored Research Income + Sponsored Operations Income + Donation Income) / Ordinary Income)</p> <p>A benchmark that shows how much external funds has been obtained. The higher the figure, the better it is.</p> <p>This is the benchmark used to evaluate the profitability and situation of activities using external funds.</p> <p>↑</p>	<p>External Fund Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2006</th> <th>FY 2007</th> <th>FY 2008</th> <th>FY 2009</th> <th>FY 2010</th> </tr> </thead> <tbody> <tr> <td>University of Tsukuba</td> <td>5.3%</td> <td>6.4%</td> <td>6.1%</td> <td>5.9%</td> <td>6.9%</td> </tr> <tr> <td>Avg. of Similar Size Univ.</td> <td>10.0%</td> <td>10.8%</td> <td>10.9%</td> <td>10.5%</td> <td>10.6%</td> </tr> </tbody> </table>		FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	University of Tsukuba	5.3%	6.4%	6.1%	5.9%	6.9%	Avg. of Similar Size Univ.	10.0%	10.8%	10.9%	10.5%	10.6%	<p>External Fund Ratio is rising due to the increase in sponsored research expense received. Looking at the changes since FY 2006, the ratio is on the rise and one can see that the source of revenue is diversifying as a whole. However, compared to the average of universities of similar size, our ratio is low.</p>
	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010																
University of Tsukuba	5.3%	6.4%	6.1%	5.9%	6.9%																
Avg. of Similar Size Univ.	10.0%	10.8%	10.9%	10.5%	10.6%																
Activeness	<p>University Hospital Revenue per Bed</p> <p>(University Hospital Income / Number of Hospital Beds)</p> <p>A benchmark that shows the activity level of medical service activities based on the size of the university hospital. The higher the figure, the better it is.</p> <p>↑</p>	<p>University Hospital Revenue Per Bed (in thousands of yen)</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2006</th> <th>FY 2007</th> <th>FY 2008</th> <th>FY 2009</th> <th>FY 2010</th> </tr> </thead> <tbody> <tr> <td>University of Tsukuba</td> <td>20,207</td> <td>21,103</td> <td>22,467</td> <td>24,345</td> <td>26,850</td> </tr> <tr> <td>Avg. of Similar Size Univ.</td> <td>21,549</td> <td>23,303</td> <td>24,651</td> <td>25,592</td> <td>27,434</td> </tr> </tbody> </table>		FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	University of Tsukuba	20,207	21,103	22,467	24,345	26,850	Avg. of Similar Size Univ.	21,549	23,303	24,651	25,592	27,434	<p>University Hospital Revenue Per Bed which indicates the level of medical activity is growing reflecting the rise in unit medical service fee, number of surgeries and occupancy rate of registered beds, showing a rising trend year by year. However, compared to the average of universities of similar size, our ratio is somewhat low.</p>
	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010																
University of Tsukuba	20,207	21,103	22,467	24,345	26,850																
Avg. of Similar Size Univ.	21,549	23,303	24,651	25,592	27,434																



Social gathering for international students hosted by the university President

The University of Tsukuba aims to cultivate human resource with an international perspective by improving the level of academic research through international academic exchanges. In order to achieve this goal, we have signed exchange agreements with universities abroad as well as the United Nations University - Institute of Advanced Studies (UNU-IAS) and we are sending students and faculty abroad, introducing credit transfer systems and receiving foreign teachers. Furthermore, we are also aggressively recruiting international students.

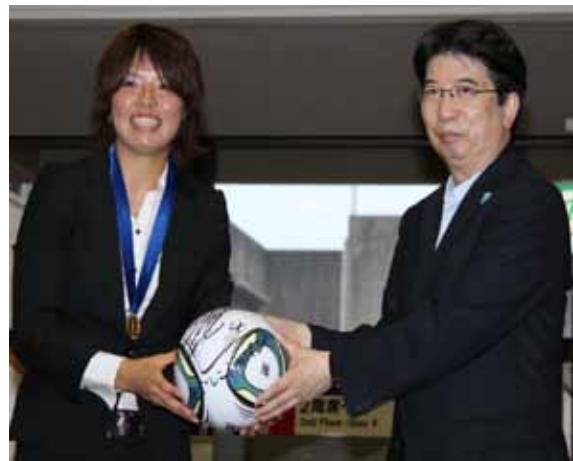


The President and international students

Kozue Ando and Saki Kumagai both of whom are studying at the University of Tsukuba worked day in and day out while playing two roles as a soccer player and university student and contributed enormously to the recent victory of Nadeshiko Japan (Japanese women's national football team) in the Women's World Cup Football Championship.



Kozue Ando (left) and the President



Saki Kumagai (left) and the President

**想像しよう、未来を。
地球の、環境の、
社会の、未来を。
想像できなければ、
創造はできない。
この星の未来は、
失敗できない。
創造しよう、未来を。
共に生き、持続できる、
開かれた未来を。
その扉をあける、
挑戦者になろう。**