

## Utsunomiya University Global Strategy

Guided by its mission to “improve the welfare of humankind and to contribute to world peace,” Utsunomiya University has consistently pursued the following policies:

Offering students a broad, in-depth education, along with practical expertise, enabling them to develop the abilities and skills necessary to open new doors to the future;

Promoting world-class research focused on the development of a sustainable society; and

Expanding activities that learn from and contribute to both local and international communities.

Guided by these policies, and as the only national university in Japan with a Faculty of International Studies, Utsunomiya University has nurtured “practical global citizens” for over thirty years. Building on this tradition and strength, the university has formulated this strategy to further advance its educational and research activities worldwide, in response to the increasingly complex international society and the evolving challenges of multicultural communities.

This strategy empowers members of the university community to embody the “3C Spirit”—to *Challenge* proactively, *Change* to adapt, and *Contribute* broadly to society—while engaging with local and global communities through the “3C Action”: to *Connect* actively, *Commit* responsibly, and *Collaborate* in diverse ways across society. The Global Strategy will focus on the following three main pillars:

### 1. Building a Global Campus

In line with the Utsunomiya University Statement on Promoting Diversity, Equity and Inclusion, the university will promote diversity among its members and create environments—both on campus and online—where everyone can engage with and learn from diverse perspectives across disciplines.

Through foreign language education and international collaborative learning, the university will enhance students’ global competencies and deepen their understanding of the challenges of multicultural communities in local contexts.

### 2. Strengthening the Global Network

To advance global educational and research activities, Utsunomiya University will enhance both the quality and quantity of its exchanges with leading educational and research institutions worldwide.

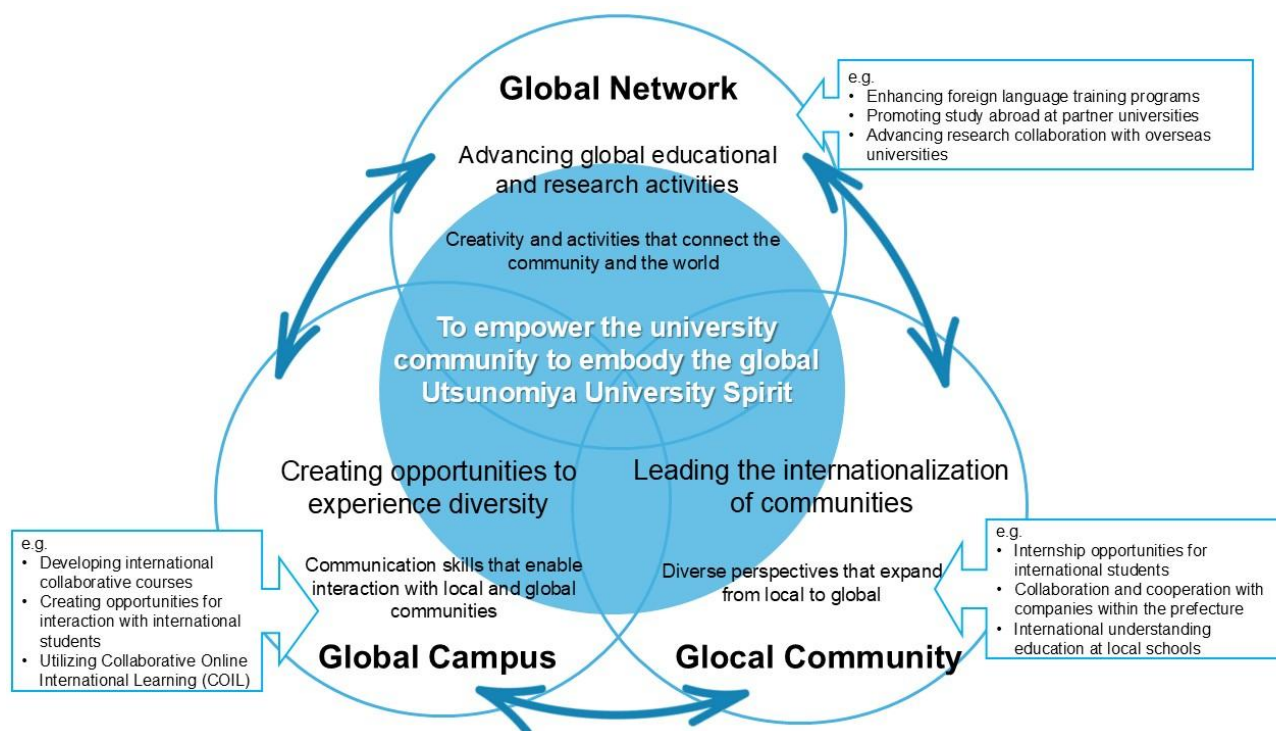
Based on student needs and past experiences, the university will expand partnerships—particularly with universities in the Global South—to create new opportunities for collaboration.

In addition, the university will improve its multilingual environment and the internal systems for sharing information about global activities. It will also strengthen the capacity of faculty and staff to effectively manage the university's global network.

### 3. Leading Glocal Communities

Recognizing the growing need to address the challenges of multicultural societies and to promote intercultural understanding—driven by the globalization of local industries and the employment of international students and foreign residents—the university will cultivate globally minded individuals capable of responding effectively to these issues.

As a global hub in the region, Utsunomiya University will collaborate with universities and diverse stakeholders in Tochigi prefecture to provide educational opportunities and resources for multicultural and global understanding, thereby contributing to the internationalization and inclusiveness of the local community.



Conceptual Framework of the Global Strategy