



WASEDA University



A Global Campus for Cultivating Global Citizens

Waseda Annual Report 2009

Katsuhiko Shirai, President



Waseda University celebrated its 125th anniversary in 2007. We viewed this milestone as a Second Founding and launched the medium/long-term plan, Waseda Next 125, with an aim of further developing Waseda to a global institution in the 21st century, a globally influential university and key institution in Asia. We pursue our education, research and social contribution activities to establish a “Waseda Education” that nurtures global citizens, to promote a “Waseda Research” through expanded graduate schools and leading-edge research infrastructure, and a “Knowledge Co-Creation” through human and academic networks in Asia-Pacific.

Globalization and innovation have clearly become a major influence on the University. As societies and economies become increasingly global, universities must create new knowledge and more collaboration opportunities beyond national and regional boundaries. The environment, new energy, medicine and food, economic disparity and regional disputes are just some of the problems we all face together. WASEDA, as a global university, must continue to develop human resources with a broad view through new studies, new research and practical application. We believe that this is our duty as a university.

At the same time, in the continuing recession, we should also ensure to allocate our limited management resources efficiently. This applies equally to our education and research activities—the mission of Waseda University. We must also operate strategically to achieve positive and steady results. We are working to be more efficient in education, research and social contribution activities for the projects specified in the Waseda Next 125. These activities were fully reviewed for workability, priorities and costs, while considering other conditions such as the latest public policies on higher education and the current economy.

In the area of education, I would like to emphasize our expanded international education programs. We are developing broader learning opportunities at an international level to more students, and moving toward a global campus that can offer study opportunities anywhere in the world. We are also working on a wide range of initiatives to further enhance our educational programs by creating new subjects unique to Waseda. Theme College subjects leverage our strengths as a university, while our new Professionals Workshops are practical projects involving industry-academic-government collaboration.

In the area of research, I would like to underline our pursuit of cutting-edge research and stronger relations with other universities, research institutes and companies both within and without Japan’s borders. The development of a new research platform has created a solid ground to conduct the research projects that we should pursue strategically. This greatly contributed to cross-organizational exchanges among researchers and many innovative research projects to take advantage of Waseda’s strengths. At the same time, we reviewed and reorganized our infrastructure to build a global center for research.

We will continue to develop our intellectual infrastructure where many different cultures can co-exist and harmonize. We will continue to strive toward a global campus where diverse elements of learning, culture, language and philosophy can meet and interact. I would like to express my sincere gratitude for your continued support and cooperation.

Waseda University's Mission

Waseda University aims to uphold the independence of learning, and to promote the practical utilization of knowledge and good citizenship.

To uphold the independence of learning, the University shall strive to emphasize freedom of research and investigation, and to encourage original and creative studies, thereby contributing to the advancement of knowledge.

To promote the practical utilization of knowledge, the University shall endeavor to foster ways and means of utilizing knowledge side by side with carrying on of academic research and learning, thereby contributing to the progress of civilization.

To promote good citizenship, the University shall stress the building up of character which enables one to respect individuality, to enlighten oneself and one's family, to promote the welfare of state and society, and to extend one's influence and activity to the world at large.

Independence of Learning

"Independence of Learning" is connected with the "Anti-elitist Philosophy" and a "Spirit of Defiance." With the belief that to cultivate modern-day citizens into individuals with self-driven spirits is ideal, Waseda University has been engaged in scientific research and education that is not controlled by authority or trends.

Practical Utilization of Knowledge

As Japan made steps to become a modern state, a demand existed for knowledge to be a resource that could be applied to real life and contribute to the process of modernization. In other words, there was a need for the "practical utilization of knowledge." This was not simply a matter of pragmatism but entailed an "enterprising spirit" which became one of the main pillars of the university.

The Creation of Good Citizenship

The main point behind the foundation of this university was to provide education to the general public. The third principle behind the university's foundation is to "create good citizenship." With the progress of globalization today, this can be replaced with the mission statement of "Cultivating Global Citizens" who are well-rounded. The principles behind the university's foundation and the Waseda spirit that has generated and transmitted through generations are assets to the university. The university spirit is donned equally by all Waseda men and women.

Historical Development

1882	Tokyo Senmon Gakko (College) founded	2003	Professional Graduate Schools (Graduate School of Asia-Pacific Studies, The Okuma School of Public Management), Graduate School of Information Production and Systems (Kita Kyushu), School of Sport Sciences, and Kawaguchi Art School of Waseda University established.
1902	Renamed Waseda University		
1907	Shigenobu Okuma inaugurated as President		
1913	Mission of university formulated		
1920	Became a university under the University Act (five undergraduate schools, a graduate school and Waseda University Senior High School were established)	2004	Waseda Law School (Graduate School of Law), Graduate School of Finance, Accounting and Law (Professional Graduate School), and School of International Liberal Studies established.
1949	Transition made to new university system	2005	Graduate School of Accountancy (Professional Graduate School) established
1966	School of Social Sciences established	2006	Graduate School of Sport Sciences established
1978	Waseda University College of Technology opened	2007	2007 School of Letters, Arts and Sciences I and II reorganized into the School of Culture, Media and Society, and the School of Humanities and Social Sciences. School of Science and Engineering and Graduate School of Fundamental Science and Engineering, Graduate School of Fundamental Science and Engineering, School of Creative Science and Engineering, Graduate School of Creative Science and Engineering, School of Advanced Science and Engineering, and Graduate School of Environment and Energy Engineering established.
1982	Waseda University Honjo Senior High School opened		
1987	School of Human Sciences established		
1990	Graduate School of Education established		
1991	Graduate School of Human Sciences established		
1994	Graduate School of Social Sciences established		
1998	Graduate School of Asia-Pacific Studies established		
2000	Graduate School of Global Information and Telecommunication Studies established		
2001	Graduate School of Japanese Applied Linguistics established. Waseda University College of Technology renamed the Art and Architecture School	2008	Graduate School of Teacher Education (Professional Graduate School) established

Administrative Officers

President

Katsuhiko Shirai

Vice-President

Kenji Horiguchi
Teruaki Tayama
Kenjiro Tsuchida
Satoshi Shimizu
Katsuichi Uchida
Tomoki Waragai

Masataka Ota
Akira Nishitani
Yoshiharu Horikoshi
Eiichiro Nojima
Hideaki Tauchi
Eiichiro Kobayashi (off-campus)

Executive Directors

Isao Muraoka
Seiji Honda
Kunio Taniguchi
Eiko Kono (off-campus)
Yasumasa Umesato (off-campus)
Akihide Fukuda (off-campus)

Auditors

Seigo Hirayama (off-campus)
Shotaro Watanabe (off-campus)

(As of March 31, 2010)

1. More Learning Opportunities at Waseda

(1) Preparation to Open Joint Graduate Schools (Cooperative Majors)

In November 2008, the Ministry of Education, Culture, Sports, Science and Technology revised the Standards for Establishment of Universities and the Standards for Establishment of Graduate Schools. These revisions created a new framework to establish joint educational courses at the university level. Different universities can come together, each with its own unique educational and research resources, in order to conduct joint education and research activities and train students and researchers. Taking this opportunity, Waseda University reviewed the results of past research activities and decided to build stronger relations with graduate schools at other institutions that have unique programs and expertise. We proceeded with preparations for opening the joint graduate schools under the following partnerships in April 2010:

- **Partnership with Tokyo Women's Medical University (Cooperative Major in Advanced Biomedical Sciences)**
- **Partnership with Tokyo City University (Cooperative Major in Nuclear Energy)**
- **Partnership with Tokyo University of Agriculture and Technology (Cooperative Major in Advanced Health Science)**

(2) Expanded Fundamental Education Programs

To lead in the international community requires specialized knowledge and general education supported by a strong basic academic foundation. Waseda University responds to this need with a detailed freshman program for all new students. We have introductory subjects (on Waseda-style academic literacy) for them to acquire the basic literacy required in any field of study. Another program to support new undergraduate students is the Lectures on Basics of Waseda University that started from this fiscal year as a trial subject. The lectures are structured to give undergraduate students knowledge, information and preparation needed for student life. Based on this experience, Waseda will launch Waseda Life ABC, a seminar for new students in FY2010.

Waseda Life ABC

- Theme 1: Student Life
 - Theme 2: Things You Should Know and Learn
 - Theme 3: Library Resources
 - Theme 4: Cultivating Oneself
 - Theme 5: Promoting Waseda Research
 - Theme 6: Internationalization
 - Theme 7: Community Service
 - Theme 8: The History of Waseda University
-

(3) Globalization of Waseda Education

Waseda continues to expand globalization initiatives, under the spirit of our founding to educate global citizens who seek to harmonize the cultures of East and West. Globalization was identified as a top priority in Waseda Next 125, a plan developed for our 125th anniversary. This plan includes a concrete target of accepting 8,000 international students. Japanese and international students study together and interact freely with one another as we keep constructing a global campus that offers study opportunities anywhere in the world. During FY2009, a total of 3,264 international students studied at Waseda, and 2,317 students from Waseda participated in international education programs (e.g. short- or long-term study abroad programs) at universities and other educational institutions overseas. We offered each student a chance to cultivate a more global perspective through a number of foreign cultural experiences while away from their own countries.

① New Bilingual Education Programs

The School of International Liberal Studies, the Graduate School of Asia-Pacific Studies, the Waseda Business School, the Graduate School of Global Information and Telecommunication Studies, and the Graduate School of Information, Production and Systems are the one school and four graduate schools in which students can obtain degrees by taking subjects conducted only in English. From these achievements and experiences, Waseda is preparing to offer other English-based degree programs at five undergraduate and six graduate schools in the Faculty of Political Science and Economics, the Faculty of Social Sciences and the Faculty of Science and Engineering (scheduled to begin with September 2010 – September 2012 admissions). Waseda University was selected by the Ministry of Education, Culture, Sports, Science and Technology (MEXT) to support through the Project for Establishing Core Universities for Internationalization (Global 30) in FY2009.

② New Program and Preparation for a Joint Graduate School of Sustainable Development

In April 2009, Waseda University and Peking University started a graduate student exchange program for studies on environment and sustainable development. As soon as final details between Japan and China are agreed upon, we will start preparing to establish a joint graduate school between the two universities.

3 Enhanced Services at the Writing Center

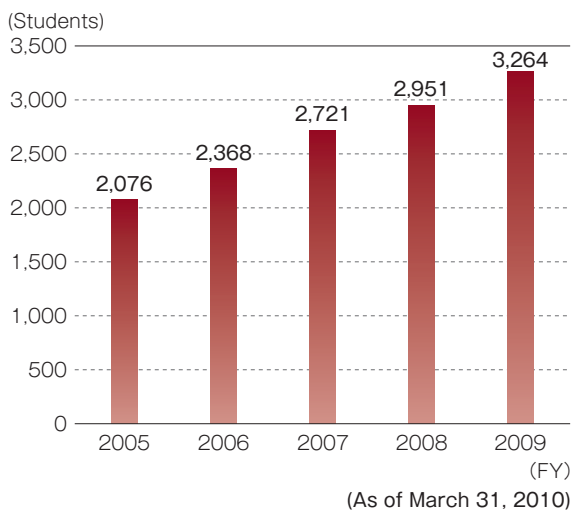
We enhanced the function of the Writing Center to help students develop academic writing skills for different needs, including daily reports related to learning and research, Bachelor's and Master's theses and Doctoral dissertations. The detailed and expanded services by the Writing Center help both Japanese and international students improve their writing. For example, services are available for both Japanese and English papers and students can select a face-to-face tutor session in either English or Japanese. Students majoring in Japanese language education are assigned to tutor students who are studying Japanese.

A total of 1,960 students used the Writing Center during FY2009.

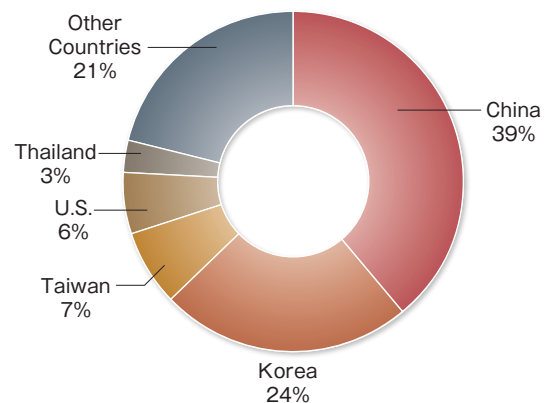
4 Implementation of the Global College Program

Once again in FY2009, Waseda implemented the Global Honors College Program with Harvard University, Columbia University, Yale University, University of Washington (in Seattle), National University of Singapore, Peking University and Korea University. The aim of this program is to seek solutions for a global issue selected as a discussion theme of the program. The theme for FY2009 was "Global Sustainability," and faculties and students from participating universities exchanged their views and opinions through discussions.

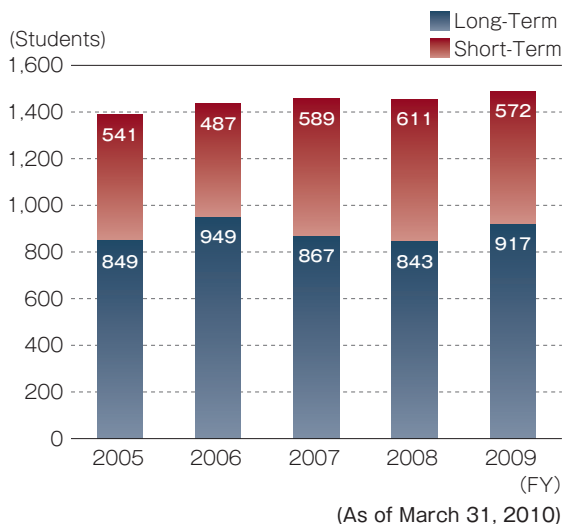
Number of International Students



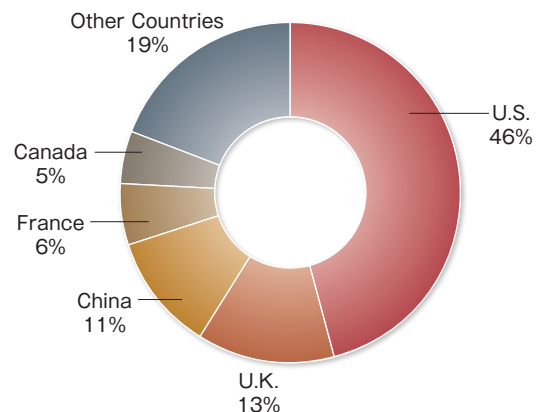
International Students by Nationality



Number of Students Studying Abroad



Students Studying Abroad by Country (Long-term)



⑤ Revised and Reorganized Short-Term Study Abroad Programs to Be Counted as Credits

We had a comprehensive review this year to expand our short-term study abroad programs. These programs are designed to address various needs and help students learn foreign languages, prepare for study abroad, participate in themed research and gain intercultural experiences. During FY2009, the short-term study abroad programs were moved from under the Extension Center to the Center for International Education. We also expanded the program contents including the study abroad prep programs, and revised over 10 short-term programs to be counted as credits.

(4) Achieving Society-linked Education

During FY2009, Waseda added further revisions to the Professionals Workshop. This is a practical industry-academic-government project started in FY2007 by the University, Waseda alumni and private corporations. The goal of this project is to develop a new type of collaborative education in which a corporation or a local government and our students can work together on one program to achieve a common goal by using Waseda's intellectual assets. Programs under the Professional Workshop involve private corporations, local governments and Waseda faculty/administrative staff and students to hold joint workshops and tap into mutual resources to find solutions. These programs provide new learning opportunities for our students.

I Outline of the Professionals Workshop

Partner Company and Local Government				Theme
FY2008	Number of Students	FY2009	Number of Students	FY2009
ANA Strategic Research Institute	16	ANA Strategic Research Institute	13	Revitalizing tourism and the local economy of Uwajima, Ehime Prefecture
Nissan Motor Co., Ltd.	19	Nissan Motor Co., Ltd.	19	Next-generation motor vehicle culture/mobility
NEC Corporation	11	NEC Corporation	15	Creating new IT services for a ubiquitous society — new consumer services that utilize RFID (non-contact recognition technology that utilizes IC tags) —
		Tokyo Apache (Professional Basketball Team)	12	New promotional activities to increase spectator numbers of Tokyo Apache
		Kijima-Daira Village	20	Kijima-Daira village (Nagano prefecture) as a pioneer to revitalize hometowns and farming villages across Japan
		Apple Inc.	11	A new business model that helps learning via iPhone
		KUMON (Kumon Educational Japan Co., Ltd.)	13	Our own career choice project — What do we need to make a good career choice? — ◆ Planning and implementing a 'Seminar for Our Own Career' ◆ Planning and publishing a new conceptual book on job hunting

* In FY2009, the professional workshops with the ANA Strategic Research Institute and NEC Corporation became official subjects.

(5) New Courses to Prepare for Post Graduation Careers

Today's society expects university students to have strong competencies at the end of their learning. Reversely, universities are required to adopt specific measures so that their graduates will be able to play active roles in a wide range of fields after graduation. As the next step to the basic education that Waseda developed through a series of pioneering endeavors, we will expand our educational program for post graduation careers. We are developing the following courses to help our undergraduate students prepare for their postgraduate careers:

- Basic Course for Working Adults
- Intensive Business Course
- Basic Course for Researchers

(6) Faculty Development Initiatives

Waseda considers it significant to ensure and continue to enhance the quality of education in all undergraduate and graduate schools. The Faculty Development Center, established during FY2008, initiated the measures specified below.

These measures were designed to 1) develop systems leading to improved education; 2) increase support for academic staff; and 3) promote staff-student communication.

① Systems Leading to Improved Education

- Improved syllabus (for all subjects. A lesson plan for each lesson; 'lesson achievement goals' added as a new component)
- Unified GPA calculation criteria (in all Faculties, beginning with FY2010 admissions)
- Statistical data provided to all Faculties to help improve curriculum

② Support for Academic Staff

- Academic staff seminars (seminars/follow-up seminars for new academic staff, etc.)
- Assistance to use the "Course N@vi" class support system (including case study training sessions and case study documents)
- Information on faculty development in other universities. The data was collected and analyzed through external activities, such as the Japan Private Universities FD Coalition Forum in which Waseda participates as one of the managing schools.

③ Staff-Student Communication

- Questionnaires on coursework to all students (paper forms used in addition to the current online format, achieved more subject coverage and higher response rates)
- Enhanced support for students experiencing academic challenges

Furthermore, we held an intensive three-week overseas faculty development program for 16 faculty members. The program was designed to provide training to help them refine their skills to conduct classes in English. The faculty members were dispatched to our partner institutions: University of Washington, Portland State University and Great Lakes Colleges Association, Inc./Associated Colleges of the Midwest (GLCA/ACM).

(7) Revised Academic Calendar

Starting FY2009, Waseda adopted a 16-week academic calendar for both first and second semesters, and held discussions to consider a possibility to move to a quarter-based academic year. By introducing a quarter-based system (one term comprising eight weeks), it will become easier for Waseda students to participate in summer programs at universities overseas, and also for international students to come and study at Waseda. As the quarter system is expected to facilitate globalization of our campuses, we will continue to consider the issue of a quarter-based system and its application, including necessary adjustment with English-based degree programs.

(8) New Affiliated Schools and Increased Support

① Opening of Waseda University Junior High School (Scheduled in April 2010)

Waseda University Junior High School is under preparation to open in April 2010 as the first junior high school directly affiliated with Waseda University. The establishment of this junior high school will realize an education system spanning all years from junior through senior high school. We can begin to impart our spirit of founding to a younger generation and help them develop abilities to excel in many fields around the world.

② Waseda University Honjo Senior High School Completed Conversion to a Co-Education System

Waseda University Honjo Senior High School started to accept female students in FY2007, with an aim of developing talented individuals who can actively participate in a gender-equal society. FY2009 marked the completion of this conversion. Now, the school is co-educational in all three grade levels.

③ Support for Waseda Setsuryo Junior High and High School

In April 2009, the Waseda Setsuryo Junior High and High School (established by Osaka Sen'i Gakuen) became our new affiliate schools. They are our first affiliate schools in Kansai region and we increased our support to build stronger ties between Waseda University and the junior and senior high schools in Kansai.

④ Opening of Waseda Saga Junior High and High School (Scheduled in April 2010)

Waseda Saga Junior High and High School is under preparation to open in April 2010 in Saga, the birthplace of Waseda's founder Shigenobu Okuma. This is our first affiliated school in Kyushu region.

(9) Diversified Admission System to Attract Excellent International Students

The International Admissions Office led the initiative to diversify the admission system (admissions exams) for international students. Details of our support services were also reviewed so that international students can focus on their study and research without unnecessary concerns. As part of our initiatives to attract excellent international students, a different application procedure was taken at some of our undergraduate schools for students recommended by designated schools in China and Korea.

(10) Expanded Student Dormitories

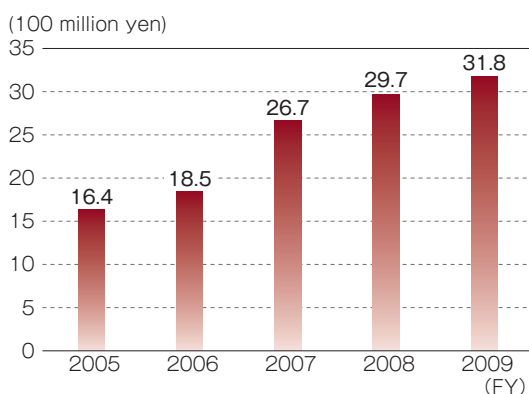
Tanashi Student Dormitory is a residence where students from overseas and outlying areas of Japan live and interact together. The dormitory revised the contents of the in-dormitory educational program to support co-existence of different cultures. Also during FY2009, we discussed operation methods for a new student dormitory scheduled to be opened in 2013, reflecting and applying our experience of operating the Nishi Waseda International Students House dormitory.

Meanwhile, the Residence Life Center opened in December 2009 to take care of efficient dormitory operations, including administrative procedures for moving in/out, operational planning for all student dormitories (including those operated by the University), and in-dormitory educational programs.

(11) Increased Options for Scholarship Programs

Waseda University attends the needs to increase the options for the scholarship programs. It is important to reduce the economic stress in order to attract excellent students from Japan and many other countries. We

Amount of Scholarships funded by Waseda University



offer over 3.1 billion yen annually for our own scholarship programs —the highest level in Japan.

During FY2009, we revised and reorganized the scholarship programs offered by the University to support excellent students, such as Okuma Memorial Scholarship. We also started new scholarship programs, including the *Mezase! Miyako no Seihoku Scholarship*, to support students who face financial roadblocks. The new programs promise the scholarship benefits (after entering Waseda University) to students before they take the entrance exam.

A wide variety of options, designed to meet various needs of the students, is a great advantage of the scholarship programs at Waseda University.

(12) Broader Support for Students with Disabilities

In March 2006, Waseda University opened the Disabled Student Services Office to offer on-campus support for students with hearing impairments/visual impairments/limitations in mobility. Now in its fourth year, the Office offers broader support including restroom assistance. In addition, a new open subject is under preparation to help students develop correct understanding and support on disability in a structured manner.

(13) Enhanced Career Support/Education for Various Needs

As the job market in Japan is still under recovery, Waseda University has strengthened the support for students on recruitment activities. This includes more detailed consulting services on recruitment activities by Student Career Advisors, and explanatory sessions by many companies in Tokyo and other areas. These sessions were held to give opportunities for our students to meet and talk with excellent companies with strong interest in employment.

In addition, we expanded our programs designed to support students to develop their careers, available soon after their entrance to the university. Career development seminars, problem-solving workshops, and a variety of internship programs (in government institutions, mass media, international cooperation institutions, business entities, etc.) are just a few examples.

FY2009 Number of Students who Passed the National Government Employee, Type I Examination (Top 5 universities) *() indicates FY2008 results

	1	2	3	4	5
University	The University of Tokyo	Kyoto University	Waseda University	Tohoku University	Keio University
No. of successful students	422 (417)	189 (161)	96 (101)	65 (61)	60 (59)

FY2009 New Bar Examination (Top 5 universities)

*() indicates FY2008 results

	1	2	3	4	5
University	The University of Tokyo	Chuo University	Keio University	Kyoto University	Waseda University
No. of successful students	216 (200)	162 (196)	147 (165)	145 (100)	124 (130)

FY2009 Old Bar Examination (Top 5 universities)

*() indicates FY2008 results

	1	2	3	4	5
University	The University of Tokyo	Waseda University	Chuo University	Keio University	Hokkaido University
No. of successful students	20 (25)	15 (12)	10 (13)	9 (11)	6 (4)

Ranking of Companies that Employed Graduates of FY2009

* Number of undergraduate/graduate school students who graduated in FY2009 and reported on their career after graduation

Rank	Industry	Company	Total (students)
1	Commercial bank	Mizuho Financial Group, Inc.	73
2	Local government	Tokyo Metropolitan Government Employee, Type I	65
3	Broadcasting	Japan Broadcasting Corporation (NHK)	64
4	Commercial bank	The Bank of Tokyo-Mitsubishi UFJ, Ltd.	57
4	Local government	Special ward employee (Tokyo Ward 23)	57
6	Telecommunication services	NTT Data Corporation	55
7	Electrical machinery and apparatus manufacturing	Fujitsu Limited	51
8	Electrical machinery and apparatus manufacturing	Hitachi, Ltd.	49
8	Non-life insurance	Sompo Japan Insurance Inc.	49
10	Transportation	East Japan Railway Company	48
11	Utilities	The Tokyo Electric Power Company, Incorporated	47
12	Commercial bank	Sumitomo Mitsui Banking Corporation	46
13	Securities	Nomura Securities Co., Ltd.	45
14	Education (national and public schools)	Tokyo Metropolitan Government (teacher)	44
14	Information services	Rakuten, Inc.	44
16	Life insurance	Japan Post Insurance Co., Ltd.	43
17	Electrical machinery and apparatus manufacturing	Mitsubishi Electric Corporation	41
18	Non-life insurance	Mitsui Sumitomo Insurance Company, Limited	40
19	Specialized services	Nomura Research Institute Ltd.	39
19	National government	National government employee, Type I	39
21	Life insurance	Meiji Yasuda Life Insurance Company	37
21	National government	National government employee, Type II	37
23	Non-life insurance	Tokyo Marine & Nichido Fire Insurance Co., Ltd.	35
24	Telecommunication services	Nippon Telegraph and Telephone East Corporation	34
25	Life insurance	Nippon Life Insurance Company	32
25	Municipal government	City of Yokohama Employee	32
27	Telecommunication services	KDDI Corporation	28
28	Printing	Dai Nippon Printing Co., Ltd.	27
28	Transportation machinery manufacturing	Mitsubishi Heavy Industries Ltd.	27
28	Specialized services	Deloitte Touche Tohmatsu LLC	27
31	Commercial bank	Japan Post Bank Co., Ltd.	26
31	Securities	Daiwa Securities Co., Ltd.	26
31	Telecommunication services	NTT Communications Corporation	26
31	Information services	Works Applications	26
31	Specialized services	KPMG AZSA LLC	26

2. Highlights of Research Initiatives at Waseda

(1) Strengthened Organizations/Strategies for Research Infrastructure

In April 2009, Waseda University established the Research Council. This is a research platform to facilitate cross-organizational exchanges among researchers in Waseda University, and to plan and implement research projects in the priority fields that Waseda intends to pursue strategically. To strengthen the strategy planning function, the Center for Research Planning was also established in April 2009. The Center engages in analyzing and assessing research activities, and developing research strategies.

Meanwhile, the Council is committed to facilitate new research through cross-organizational cooperation and exchanges among research groups in the same field of research. The research fields were set by the Research Council to clarify the research activities conducted by all research organizations and research institutes in Waseda.

It was also defined that research projects for the priority fields should be the research that can attract researchers from different Faculties and research institutes, leverage strengths of Waseda, and turn weakness to strengths. The Research Council determined four research fields and called for applications from faculty members in the University. After document screening and interviews, eight research projects were selected by a subcommittee for screening and assessment established under the Research Council Steering Committee.

In addition, the Waseda University Organization for European Studies (WU-OES) was founded in April 2009

to strengthen regional research. This is the fourth regional research institute, after the Organization for Asian Studies, the Waseda University Organization for Japan-US Studies and the Organization for Islamic Area Studies. With support from the European Commission, WU-OES engages in creative and comprehensive research about European integration and Europe-related issues encompassing the EU, its member nations and other European countries. The WU-OES aims to grow into a global center for European studies based in Japan, and cooperates with EUIJ Waseda established also in April 2009.

The Research Council assessed the achievements of research institutes established with limited duration and specific research objectives. Criteria for the assessment included research activities, achievements, partnerships with external institutes and external funding. After assessment on the organizations due to expire during FY2009, the Research Council made decisions including to extend the duration of some research institutes.

(2) Moving toward a Global Center for Research

The Global COE Program is a national initiative by the Ministry of Education, Culture, Sports, Science and Technology (MEXT), with an aim of creating centers of education and research excellence of the world's highest order. In addition to the previously selected 7 projects (in FY2007 and FY2008), one more project was selected in FY2009 for the area of Interdisciplinary, Combined Fields, New Disciplines. The number of the

I Priority Field and Priority Field Research

Priority Field	Priority Field Research
International network for Japanology and Japanese culture studies	Creating new research with the world on Japanese literature and culture
	The occupation period and the 1950s: Japan, Japanese citizens and US intelligence/cultural strategies on Japan
System under globalization: Laws, corporations, and markets	International comparative research on the determinants of customer satisfaction and communication strategies based on the construal level theory
	Comprehensive reconstruction of our infrastructure for comparative law research as a core global research institute
	Interdisciplinary research on Japanese social systems in the 21st Century
Science and technology for a green society	Reconstructing the legislation on intellectual properties in the globalization era
	Designing and constructing future means of supplying electrical energy
Design for innovative health and medical care	Returning brain/mind-related scientific outcomes to society —applied neuroscience based on comprehensive human sciences

projects selected for the Program increased to eight—the highest among Japanese private universities. The Joint Research Institute for Theatre and Film Arts (in the Tsubouchi Memorial Theatre Museum) was also approved by MEXT for a program on promotion of joint research facilities in humanities and social studies. This is another national initiative with an aim of encouraging private universities to create joint research facilities in humanities and social sciences. While participating in these programs, we reviewed our organization structure for university-wide cooperation in order to refine our research infrastructure to strengthen international competitiveness and nurture creative individuals who can grow into globally prominent scholars.

Two more examples of Waseda's actions to facilitate global joint research, human resources development, and announcement of research results are the Waseda Bioscience Research Institute in Singapore (WABIOS; established in September 2009) and the US NPO US-Japan Research Institute (established in Washington D.C. among five universities: Waseda University, Kyoto University, Keio University, the University of Tokyo and Ritsumeikan University).

(3) Establishing and Promoting External Collaboration

We consider it a key mission, in addition to education and research, to impart university knowledge to society through industry-academic-government collaboration. To implement this, we have many research projects that greatly involve such collaboration.

During FY2009, the Ministry of Economy, Trade and Industry (METI) selected our project on a new center for leading-edge innovation (Green Computing Systems Research Organization) as one of the centers for industry-academic-government collaboration.

Going forward, under this industry-government-academic collaboration, we will research and develop the next-generation technologies for multi-core processors called 'many-core.'

(4) Incentives for Academic Publications and Strengthened Publishing Operations

In FY2008, we started the academic book publishing system in order to maintain and enhance our academic standing and also to provide more opportunities for our full-time faculty members and alumni with doctoral degrees to publish their research. During FY2009, Waseda University Press published five books in the Waseda University Academic Series and 13 Waseda University Monographs (one and thirteen in FY2008, respectively). Publishing more books on the results of our research and education is another way in which we give back to society.

3. Reorganized Infrastructure for Education and Research

(1) Faculty Reorganization

Waseda introduced a Faculty System in FY2004 to provide better coordination between undergraduate/graduate school education and research activities in the same fields of study. In April 2009, we newly affiliated six graduate schools to applicable Faculties (the Graduate School of Asia-Pacific Studies, the Graduate School of Japanese Applied Linguistics, the Graduate School of Global Information and Telecommunication Studies, the Graduate School of Information, Production and Systems, the Waseda Law School, and the Graduate School of Environment and Energy Engineering). This move has further streamlined our Faculty structure.

(2) Expanded Facilities for Education and Research

We opened the new Building No. 11 at the Waseda Campus and Building No. 101 at the Tokorozawa Campus during April 2009. We also began construction of Building Nos. 70, 71 and 72 at the premises of Waseda University Senior High School in the Shakujii Campus to open Waseda University Junior High School in April 2010. The expanded facilities will provide a comfortable education environment to our students.

I Faculty Structure

	Undergraduate School	Graduate School	Research and Affiliated Institute
Faculty of Political Science and Economics	School of Political Science and Economics	Graduate School of Political Science Graduate School of Economics The Okuma School of Public Management	Institute for Research in Contemporary Political and Economic Affairs
Faculty of Law	School of Law	Graduate School of Law Waseda Law School	Institute of Comparative Law Center for Professional Legal Education and Research
Faculty of Letters, Arts and Sciences	School of Culture, Media and Society School of Humanities and Social Sciences School of Letters, Arts and Sciences I School of Letters, Arts and Sciences II (Evening Division)	Graduate School of Letters, Arts and Sciences	
Faculty of Education and Integrated Arts and Sciences	School of Education	Graduate School of Education Graduate School of Teacher Education	Institute for Advanced Studies in Education
Faculty of Commerce	School of Commerce	Graduate School of Commerce Graduate School of Finance, Accounting and Law Graduate School of Accountancy	Research Institute of the Faculty of Commerce Center for Finance Research
Faculty of Science and Engineering	School of Fundamental Science and Engineering School of Creative Science and Engineering School of Advanced Science and Engineering School of Science and Engineering	Graduate School of Fundamental Science and Engineering Graduate School of Creative Science and Engineering Graduate School of Advanced Science and Engineering Graduate School of Science and Engineering Graduate School of Global Information and Telecommunication Studies Graduate School of Information, Production and Systems Graduate School of Environment and Energy Engineering	Research Institute for Science and Engineering Global Information and Telecommunication Institute Information, Production and Systems Research Center Environmental Research Institute
Faculty of Social Sciences	School of Social Sciences	Graduate School of Social Sciences	
Faculty of Human Sciences	School of Human Sciences	Graduate School of Human Sciences	Advanced Research Center for Human Sciences
Faculty of Sport Sciences	School of Sport Sciences	Graduate School of Sport Sciences	Waseda Institute for Sport Sciences
Faculty of International Research and Education	School of International Liberal Studies	Graduate School of Asia-Pacific Studies Graduate School of Japanese Applied Linguistics	Institute of Asia-Pacific Studies Center for Japanese Language

4. Social Contribution and Cultural Promotion by Waseda

(1) Actions for Environmental Conservation

We adopted several measures to increase our publicity for our proactive efforts and initiatives to reduce greenhouse gas and CO₂ emissions — a major concern of the international community. To comply with the revised Energy Conservation Act (April 2010) and the revised Tokyo Metropolitan Ordinance on Environmental Preservation to Secure the Health and Safety of Citizens of the Tokyo Metropolitan Area ("Ordinance on Environmental Preservation"), the Waseda, Toyama and Nishi-Waseda campuses must reduce total CO₂ emissions by eight percent. This requirement also applies to the Center for Advanced Biomedical Sciences. Accordingly, we introduced an array of new initiatives to increase the efficiency of our facilities and to refine the operation. We also compiled an action plan for further CO₂ reduction from FY2010 through improvement in both the facilities and the operation.

(2) Realizing a Healthy Campus Concept

One of our goals at Waseda University is to ingrain habits in our students that will help them live healthily while they study here and throughout their entire lives. At Waseda University, students can get correct information on health and medical care and participate in a number of events for health promotion. During FY2009, we further expanded one of our open subjects, 'theories for health promotion,' which was established in line with the "Healthy Campus" concept. On-demand lectures were introduced to this subject for topics such as exercise, diet, medicine, and mental care. We also organized a festival for better health, emphasizing on good diet and health promotion. These new projects contributed to constructing a framework for a Healthy Campus.

(3) Sharing our Cultural Resources

Waseda has always opened the doors of our extensive collection of cultural assets to students, the local community and society as a whole. This comes from our belief that a university should contribute to the society by sharing its cultural resources with the public. All our organizations for culture promotion work together to support and promote a wide range of cultural activities in order to create/co-create knowledge through collaboration with our alumni, private corporations, local communities, and the society.

(4) Expanding Volunteer Activity Programs

The Hirayama Ikuo Volunteer Center (WAVOC) engages in various projects to pursue a three-fold

mission: Link society and the University; offer broad experiential learning opportunities; and support the social contribution of students. As part of this mission, during FY2009, we increased the number of subjects on volunteering and volunteer projects in various fields, in addition to many volunteer programs connected to other subjects. The fields of these activities are spreading throughout Japan and across the borders, and expanding year by year to include the environment, cultural exchange, education, human rights, agriculture and sports. By encouraging participation in these subjects and projects, Waseda University supports many students to develop their abilities of proactively contributing to many communities in Japan and other countries.

I Examples of WAVOC Projects

	Project	Location
Environment	Ecommunity Tanzania	Tanzania
	Overseas Volunteer Leadership Development	Borneo Island, Malaysia
	Environmental Conservation Project in Iguazu	Argentina
	Forestry Projects in Mt. Takao	Uratakao Town, Hachioji City, Tokyo
	Shii no Mori Forest Staffing	Tanohata Village, Shimohei District, Iwate Prefecture
Cultural Exchange	Japan-Korea Future Project	Korea, Thailand
	Vietnam-Japan Students Cross-cultural Project	Vietnam
	Remote Islands Communication Project	Iriomote Island and Hatoma Island, Okinawa Prefecture
Education	School Construction and Educational Aid	Laos
Human Rights	DV Victim Support Project	Japan, Korea
	Hansen's Disease Recovery Village Support	Japan, China
Agriculture	Miyoshi Village Organic Farming Experience	Minamiboso City, Chiba Prefecture
Exchange	Refugee Communication Project	Waseda University Student Union Building
	Waseda Matsudai "Jonnobi" Communication Project	Matsudai Area & Gamo Area, Tokamachi City, Niigata Prefecture
Sports	Sports Volunteers	Yamanashi Prefecture, Overseas
	Wakuwaku Wrestling Class for Children with Down Syndrome and Autism	Waseda
Other	Astro Boy Local Currency	Waseda, Takadanobaba
	Emergency Relief Activities (Disaster Relief Volunteer Project)	Waseda
	Rwanda-Waseda Student Conference	Waseda, Rwanda
	Sambor Prei Kuk Area Conservation and Development Project (Ju-Ju)	Kampong Thom Province, Cambodia

WASEDA CULTURE

Waseda has a collection of over 5 million written materials, art works, paintings and calligraphic works, artifacts, film materials and documentary literature, including two national treasures and seven important cultural properties (e.g. the Okuma Auditorium). This extensive collection is stored in locations such as the Waseda University Libraries, Tsubouchi Memorial Theatre Museum, Aizu Museum and Waseda University Archives.

⟨Examples of the Cultural Projects in FY2009⟩

- 2nd Waseda University Tsubouchi Shoyo Award (First Prize winner: Ms. Yoko Tawada, Incentive Prize winner: Mr. Noboru Kiuchi)
- Shoyo and 'Waseda Literature' Exhibition
- Waseda Photo Journalism Festival
- Recitation Play 'Emotion-Evoking Drama and Environment'
- Screening of 'Professor Layton and The Eternal Diva' and the symposium 'Games and Films of the New Cross-Media Generation' — the significance of animation and behind-the-scenes of anime production —
- Waseda University New Year Concert 2010
- 'Inejiro Asanuma and his Era' Exhibition
- The Final Waseda-Keio Baseball Game: The 24 Years Lived by No. 3, Kiyoshi Kondo, Left Field
- Fubuki Koshiji Theatrical Costume Exhibition and the Shimpa Exhibition — Tracing the 120-year History of the Shimpa through Museum Collection
- Sosuke Namiki Exhibition — the Golden Age of Joruri
- Opening of the Shigenori Tomioka Collection Gallery
- Waseda Archaeology — its history and perspectives
- Series of Paintings on War by Manshu Hanaoka
- Samurai Aesthetics — The Collection of Mr. Muneyuki Myochin, a Maker of Samurai Armor

WASEDA SPORTS

Waseda supports competition in sports and develops students' leadership through promotion of sports.

⟨Vancouver Olympics⟩

- Yui Sakai (short track speed skating): Placed 7th in the short track speed skating 3000 m relay
Participated in the short track speed skating 500 m
- Biba Sakurai (short track speed skating): Placed 7th in the short track speed skating 3000 m relay
Participated in the short track speed skating 500 m, 1000 m, and 1500 m
- Kai Ozaki (mogul skiing): Participated in the freestyle skiing
- Akito Watabe (skiing): Placed 6th in the Nordic Combined Group
Placed 9th in the Nordic Combined Large Hill
Participated in the Nordic Combined Normal Hill
- Michiko Kashiwabara (skiing): Placed 9th in the 20 km Relay
Participated in the 10 km Free

⟨Groups⟩ ※Groups that were awarded the Azusa Ono Memorial Award for Sports in FY2009

- Tennis: All Japan University Tennis Championship / Men's Group winners (for the 5th consecutive year)
Women's Group winners (for the 4th consecutive year)
- Skiing: Intercollegiate Skiing Games of Japan/Men's Group: overall winners (for the 2nd consecutive year)
- Skating: Japan Student Skating Championships / Ice Hockey: winners
- Wrestling: All Japan Student Wrestling Championship Final: winners (for the 2nd consecutive year)
- Sailing: All Japan Intercollegiate Sailing Championship: overall winners (for the 2nd consecutive year)
- Fencing: All Japan Student Fencing Championship / Men's Foil Group: winners
- Soft Tennis: All Japan Intercollegiate Tournament / Men's Group: winners (for the 3rd consecutive year)
- Aviation: All Japan Student Gliding Championship: winners (for the 2nd consecutive year)

⟨Individuals⟩ ※ Individuals who were awarded prizes in world championships

- Junya Koga (swimming): FINA World Championships / 100 m backstroke: winner, 50 m backstroke: 2nd place
- Masashi Eriguchi (sprinting): IAAF World Championships in Athletics, Berlin / 4 X 100 mR (1st runner) (100 m): 4th place
- Haruka Takashima (ice-skating: hockey): IIHF World Women's Championship / Top Division: 8th place
- Honami Tsuboi (Gymnastics: Rhythmic Gymnastics): Rhythmic Gymnastics World Championships 2009 / Group Overall: 8th place

5. Strengthening the Management Foundation

(1) A Stronger Financial Footing

Education and research are the missions of the University. To sustainably promote and expand education and research at Waseda in the continuous recession, our efforts to use the budget efficiently and effectively continued this fiscal year. We reviewed our financial structure and took various measures to prioritize projects and raise awareness for costs. As one way to diversify the funding sources, we issued a low-interest university bond in total of just under 1.4 billion yen. This is the first time that Waseda procured funds from sources other than direct stakeholders.

(2) Promoting Regular Fund-Raising Activities

In April 2009, the Waseda Supporters' Club was established after the former Waseda Supporters' Organization. During FY2009, we received 400 million yen in financial support, exceeding our one-year goal of 200 million yen. To build a stronger relationship, we invited the members regarded as the Donors (the Special Members of the Supporters' Club) to "The Social Gathering with Supporters of Waseda University: WASEDA Supporters' Club Executive Forum 2009." These are a part of our continuing actions to build strong and firm relationships with all who support the financial foundation of Waseda University.

We also started to accept financial contributions for the fund-raising project to develop and enhance educational environment of Waseda University High School. This project aims to raise one billion yen in donations during the five years leading up to FY2013, in order to secure funds to develop facilities to open Waseda University Junior High School.

(3) Strengthening Ties with Waseda Alumni

The Waseda University Alumni Association (WUAA) will celebrate its 125th anniversary in 2010. During FY2009, we continued to strengthen ties between the university and alumni — our biggest supporters — through close cooperation with the WUAA. Our services for alumni include career development support (Tomon Human Resource Bank) and on-line community (QuonNet). In addition, after an alumni symposium with the Yale Alumni Association (Yale University) in July 2009, mutual exchange activities started in various areas in the United States.

Waseda University is also committed to developing stronger ties with outlying areas of Japan. During FY2009, we started the Hello! Waseda Project (Hello Wase) to cultivate new 'Waseda Fans' in every corner of Japan. To establish a broader support for the University, we also encourage exchanges between young alumni and young faculty/staff members. In FY2009, as the first year of the Hello! Waseda Project, we held events in two prefectures (Osaka and Aichi).

For FY2010, we plan to host similar events in four prefectures (Osaka, Aichi, Hiroshima and Saga).

(4) Increasing our Publicity

We attend the importance of enhancing public awareness to the University and the publicity for outstanding achievements of our educational/research activities and social contributions. We use various media, including the followings, to widely and regularly publish information about Waseda University. CAMPUS NOW is a bulletin for faculty/administrative staff and parents, and issued five times per year by the University, each in approximately 50,000 copies. Seihoku no Kaze is a magazine for Waseda alumni and issued once a year by the University, each in approximately 430,000 copies. WASEDA ONLINE is an advertisement posted on the Yomiuri Online (on-line newspaper) website, and receives an average 280,000 page views per month.

Furthermore, we expanded the contents of the University website and added a new section on the NEXT 125 project. Placing the priority on more global publicity, we continued to develop and open the English-language websites of our undergraduate and graduate schools. Another media we started for global publicity is the Waseda News Letter, an e-mail magazine for overseas subscribers (issued four times a year to approximately 2,000 recipients).

The University issued 181 press releases (150 during FY2008) including press interviews, and the number of media appearances reached 337 (309 during FY2008). We also opened an Academic Salon as a venue for journalists and our faculties to talk about current topics. This contributed to increasing our publicity, as many issues discussed in the salon appeared in newspaper articles.