

Waseda Vision 150

A Commitment to the World as an Asia's Leading University



November 15, 2012

Executive Board, Waseda University

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Introduction



The Great East Japan Earthquake which struck on March 11, 2011, the nuclear reactor disaster it precipitated, and the torrential downpours which fell in many parts of Japan, and in neighboring Asian countries, will undoubtedly leave a lasting impact on all of us who were touched by these events to some degree. The sheer magnitude and disruption caused to our modern societies when taken together, represents what may one day be described as a watershed moment for societies around the world, including Japan's.

These unprecedented disasters have called into question the very purpose of science and technology, our societal systems and infrastructure, the role of scholars in society, and even our way of life. At the same time, these events also brought to fore the stark realities of not only how critical Japan is to the overall global economy, but also how seemingly domestic issues such as those related to the environment and energy have reached in many respects, a critical juncture beyond what many of us could have imagined and which require global solutions.

As rapid globalization of our society continues to gain momentum, and perennial global issues such as poverty, regional conflicts, in addition to the environment and energy continue to cast a shadow on human society's future, all of us now face the responsibility of drawing lessons from the Fukushima Daiichi Nuclear Power Plant. If it is the ultimate goal of human society to work towards achieving real peace and contentment throughout the world, then now more than perhaps at any other time in recent modern history, we must rebuild our system of values, spur new and original advances in science and technology, and establish new societal systems. Furthermore, such a complex undertaking can only take place while simultaneously answering society's need to provide human resources with the specialized skills and leadership capability to bring this to fruition.

Only one societal institution is capable of and has proven itself over the centuries to be able to fulfill this critical role of providing such human resources; these are society's seats of learning and knowledge, or in other words, its universities and advanced institutes of higher education and research. For this reason, universities find themselves at a crossroads, having to redefine what scholarship and learning is, their role as universities, and the need to constantly apply reforms on an institution-by-institution basis.

Fortunately, Waseda University has, since its very establishment, always maintained an educational mission composed of three founding principles: (a) the “Independence of Learning,” a dedication to free and creative scientific inquiry for the advancement of civilization; (b) the “Practical Utilization of Knowledge,” the practical application of knowledge for the public good; and (c) the “Promotion of Model Citizenship” by contributing to the welfare of the state through educational opportunities which respect individuality and which cultivates leaders who will be active throughout the globe. It is a testament to our founding principles that have guided our relentless pursuit of the most advanced and modern education and research programs available, resulting in the cultivation of generations of human resources representing the expansive range of human endeavor and endowed with a strong sense of enterprise.

Furthermore, instituted in 2007 to mark the 125th-year anniversary of Waseda’s founding, the University embarked on a mid- to long-term strategic plan known as Waseda Next 125. This comprehensive plan includes various strategies that tremendously expanded the University’s ability to better compete in this era of globalization, as well as expand academic core curricula which transcends individual undergraduate program boundaries, strengthening our interdisciplinary research activities.

Unfortunately, as Japan’s economy has yet to recover from its long economic malaise, its universities are themselves facing ever-stiffer headwinds as each plots a course for the future. In the face of such adversity, Waseda University is embarking on the next phase of its long-term strategic development; one that all of today’s universities are beholden to accept in order to remain globally competitive. Designed to firmly establish Waseda as Asia’s leading university, this next phase will be executed as Waseda Vision 150.

Vision Statement

Waseda Vision 150 was named to mark the 150th-year anniversary of the University’s establishment twenty years from now in 2032 and is a composite of the following four visions:

1. Attract students of the highest caliber and character from around the world to Waseda University who show promise in being able to contribute to the world;
2. Conduct research that will ultimately contribute to real world peace and happiness in human society;
3. Cultivate graduates (alumni) who, in all corners of the globe, and in every academic field, will contribute to the public good as global leaders, and who will continue to support an active and intimate collaborative network with Waseda University; and,

4. Establish an organizational and management structure that will transform Waseda University into Asia's premier "model university."

Essentially, Waseda Vision 150 serves as our road map as we think about "What do we need to accomplish at present?" and "What can we accomplish?" It details thirteen (13) Core Strategies, as well as specific Vision 150 Projects and other initiatives that are aimed at achieving these strategies.

Core Strategies

The thirteen (13) Core Strategies encompass the entire range of topics upon which universities are operated, including the admissions process, education, research, international initiatives, pioneering new fields, and university management. We can group these Core Strategies into four (4) strategic objectives: (1) the cultivation of global leaders with a strong sense of humanity and wisdom; (2) the advancement of original research that leads to future innovations; (3) the creation of robust lifelong networks between alumni and regions; and (4) the establishment of a dynamic organizational framework adaptable to a changing world.

The Core Strategies in Waseda Vision 150 were formulated from a compilation of reforms proposed by the University's various administrative offices, based on analyses of current needs and issues of each organization. Following a draft review and further input from faculty, staff, alumni, and other stakeholders, this plan was officially finalized and adopted by the University's Executive Board as a long-term policy statement. In the coming months and years, as various initiatives of Vision 150 are instituted, audits and thorough reviews will also be implemented as necessary. It will ultimately be the responsibility of the Executive Board to not only oversee specific Vision 150 projects which are designed to realize Core Strategies but also to promote and report on Vision 150 to the university's stakeholders and the public-at-large.

The Waseda Vision 150 Strategic Plan also outlines various proposals and frameworks for the future submitted by the various Faculties (undergraduate and graduate schools, affiliated research institutes), affiliated schools, art and architecture schools, etc. As many of these proposals include broader topics which require further consideration by the University at-large, the Executive Board and relevant administrative offices will carefully debate the merits and needs behind each proposal. After being properly processed, successful proposals will in turn be prepared for actual adoption.

In addition to the reforms implemented in Waseda Vision 150, the University will also employ

organization-wide cost-cutting measures, as well as raise consciousness of the need to make more effective use of the University's resources. Considering the University's current fiscal situation, organization-wide reforms must also include comprehensive fiscal reform initiatives as well. As we push forward with new programs aimed at addressing much sought-after improvements in the quality of our educational and research opportunities, we will rigidly apply fair standards of performance and future projections for each endeavor.

The formulation of Waseda Vision 150 is not an end onto itself but part of a continuous process of implementation, evaluation, and refinement. The more drastic the reform proposal, the more urgent is the need for the Executive Board and all relevant parties need to be in agreement on the issues of concern, as well as on reform objectives. On behalf of the University, I sincerely ask for the full cooperation and support of all stakeholders, including the entire faculty, staff, alumni, and the student body, in implementing Waseda Vision 150.

鎌田 薫

Kaoru Kamata
President
Waseda University

Waseda Vision 150

I. Mission of Waseda

In Waseda Vision 150, we interpret the three founding principles comprising the Mission of Waseda University as follows, making them the starting point of the development of our educational and research systems towards the 150th anniversary of Waseda's founding.

1. Independence of Learning—The Principle on which the Contribution to the World is Made

To be free from any restriction and have a free spirit of criticism, fixing your eyes upon the nature of things you see, is what serves as the foundation of the independence of learning. Waseda University shall contribute to the creation of knowledge and the development of learning by conducting research and investigation in the fields of humanities, social science, and natural science—and any field integrating them—in an environment where students and members of the faculty interact independently and freely, and by disseminating the outcomes to the world at large.

2. Practical Utilization of Knowledge—Ways and Means of Contributing to the World

Academic research will find its way for further development when we step outside the world of academic research and learning and carve ways of utilizing the knowledge gained there for culture, society, and industry. In addition to educational and research activities at the undergraduate and graduate schools, Waseda University shall work to enhance education for professionals and life-long education, creating a new era through the interaction of theoretical studies and the application of theories supported by such studies in practice.

3. Creation of Good Citizenship—People Contributing to the World

It is students that universities send out to society that constitute the most significant outcome of university education. Waseda University shall educate global citizens with sufficient knowledge, moral character, and courage and, moreover, physical strength and flexible sensitivity, to be able to break through the situation, no matter where they are in the world and no matter how difficult the situation may look, by their own will and in cooperation with others surrounding them.


~~~~~[Column: Creation of Good Citizenship]~~~~~

The following are remarks made by Shigenobu Okuma, the founder of Waseda University, who was speaking about what constitutes the Mission of the University, that is, the creation of good citizenship, at a ceremony commemorating the 30th anniversary of its founding. Today at Waseda University, taking in heart the intention of Okuma, who said, “.....nor shall it be about one nation. You shall have ambition to willingly contribute to the world”, we take “the nation's people” to mean “global citizens” and strive to educate, regardless of their nationality, students who are willing to contribute to the world.

“Not a great number of people learn at university. Rather they are a few among many of the people of a nation. Those few people who have received higher education shall become the model of the people. They constitute the core of the people. Here lies the entire force of the people. That enables the nation's sound development, thereby serving at the forefront of civilized projects. And furthermore, having knowledge is not enough to be the model of the people. You must nurture moral character. Thus, this shall not be about you and your family alone nor shall it be about one nation. You shall have ambition to willingly contribute to the world.”

“Education takes its roots in the cultivation of character. Those who fail to keep this in mind and become too obsessed with mere acquisition of technical knowledge will grow to be self-serving. The spirit of sacrifice for devoting yourself willingly to the nation and the world naturally declines gradually. This is to be feared. This harms civilization. It is the responsibility of the model of the people that they avoid such harms and work to gain the people's interests. This is the essence that must form the very foundation of the Mission of our Waseda University. Here lies the root of the model 'citizen's idea of self, to be developed for the sake of the nation and the society. We must make efforts eternally in order to realize this ideal.”

- Source: *Waseda Gakuhou*, No.225. November 1913. Page 9



Opening ceremony of the Okuma Auditorium

### <Mission of Waseda University>

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

To promote good citizenship, Waseda 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.

### Reform Attitude

1. **The entire** faculty, staff, the student body, and alumni shall agree on objectives and **promote reforms actively on their own initiative**, while respecting diversity and individuality and taking advantage of Waseda's characteristics.
2. Shifting away from the conventional idea of equality that only concerns formality, faculty and staff as well as projects that deserve to be encouraged under **the principle of selection and concentration and appropriate competition principles** shall be **evaluated highly**.
3. Reforms shall be promoted in such a manner that **do not weigh on the University's fiscal situation** as we implement new projects with an effort to **utilize resources effectively, breaking down the walls of departments and the walls dividing the undergraduate and graduate schools**.

## II. Vision of Waseda

The Visions established towards the 150th anniversary of Waseda University's founding in 2032 show how the academic window, from which our students will take their place in society, should be framed and what are the ideal research environments for Waseda. They provide answers to the question: "what will our students acquire at Waseda in what kind of educational and research environments?" They also envision the image of our graduates acting as global leaders, or as citizens supporting their communities, for the benefit of the world, society, and people. At the same time, we envisage the image of the University executing university management for the realization of the Visions. Below we will describe fundamental strategic objectives for realizing each Vision, in line with which we move forward to implement 13 Core Strategies.

### <Education and Research Vision>

#### 1. Students of the Highest Caliber and Character Who Show Promise in Being Able to Contribute to the World

Students of Waseda gathered from around the world, intellectually and culturally stimulated through the interaction with classmates, faculty, and staff, shall acquire a wide range of knowledge and highly sophisticated specialty and shall be prepared and determined to take their place in society with strong will to contribute to the world.



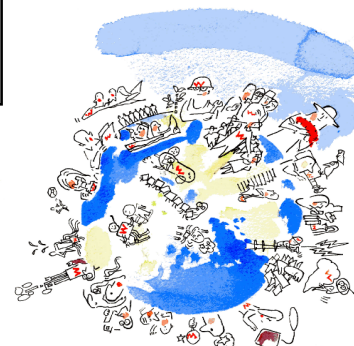
#### **<Strategic Objective 1> Cultivating global leaders with a broad range of exceptional qualities and the power of insight**

##### <Related Core Strategies>

- ◆ Radical reform of the admissions system
- ◆ Reconstruction of the education system to develop global leaders
- ◆ Educational content open to the public in many languages
- ◆ A switch to an interactive problem finding and solving style of education
- ◆ Education, research, and societal contributions that expand to the world
- ◆ Promotion of proactive student planning in university education and research
- ◆ Fostering pride as Waseda people in the world

#### 2. Research That Will Ultimately Contribute to Real World Peace and Happiness in Human Society

Waseda's research activities shall expand and organize the knowledge and wisdom of human society and contribute to the resolution of environmental issues, poverty, disasters, conflicts, and other global issues. Furthermore, we shall point out the next issues to be addressed in order for the world to be able to develop sustainably amidst the coexistence of different cultures, thereby contributing to real world peace and happiness in human society.



**<Strategic Objective 2> Advancing Original Research That Leads to Future Innovations**

**<Related Core Strategies>**

- ◆ Promotion of original research and enhancement of the ability to deliver this internationally
- ◆ Education, research, and societal contributions that expand to the world
- ◆ New challenges in educational and research fields

### **3. Graduates Who Will Contribute to the Public Good as Global Leaders**

Graduates (alumni) of Waseda shall work strenuously with joy in all corners of the globe and everywhere in Japan as leaders having global perspectives, in various areas such as politics, economy, academia, culture, sports, and community initiatives.

Such alumni shall come back and learn at Waseda from time to time and build robust collaboration networks with other members of alumni and with their communities.

**<Strategic Objectives 3> Creating Robust Lifelong Networks between Alumni and Regions**

**<Related Core Strategies>**

- ◆ Reconstruction of the education system to develop global leaders
- ◆ Educational content open to the public in many languages
- ◆ Education, research, and societal contributions that expand to the world
- ◆ A new form of academic community
- ◆ Fostering pride as Waseda people in the world

**<University Management Vision>**

### **4. Asia's Premier "Model University" Adaptable to a Changing World**

We shall firmly establish our fiscal foundation, disclose information, discharge accountability, and strengthen governance, so as for university management of Waseda to be the model of universities in Japan and Asia, thereby transforming the University into a globally trustworthy university with the spirit of constant reform, which adapts to a changing world.

**<Strategic Objective 4> Establishing a Dynamic Organizational Framework Adaptable to a Changing World**

<Related Core Strategies>

- ◆ Establishment of a progressive university structure
- ◆ A new form of academic community
- ◆ Clarification of the role and evaluation of teaching staff
- ◆ Strengthening of the financial structure

## **[Four Strategic Objectives]**

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We have thus established four strategic objectives in accordance with the four Visions of Waseda Vision 150. With each strategic objective serving as a main pillar sustaining efforts to realize each Vision, we shall advance reforms in a concrete manner under the Core Strategies.

### **<Strategic Objective 1> Cultivating global leaders with a broad range of exceptional qualities and the power of insight**

While globalization advances both at home and abroad, Waseda University believes that it is vital that it cultivate global leaders. In order to be a global leader, he/she must have not only highly sophisticated specialty but also a wide range of knowledge. Let alone the acquisition of foreign languages and knowledge acquirement, practical learning opportunities such as studying abroad, participation in volunteer activities, experience of internships, and fieldwork are also important. That is why it becomes necessary to provide students with the environment where they can learn theoretical approaches and practical approaches cumulatively. Another important point for global leaders is that they know of Japan's history and culture, etc. Furthermore, we need to come up with various new ideas for classroom teaching so that students can, in addition to learning from lectures conducted unilaterally, actively engage in discussion with their teacher and classmates. Taking these points comprehensively into account, Waseda University shall cultivate global leaders with a broad range of exceptional qualities and the power of insight.

### **<Strategic Objective 2> Advancing Original Research That Leads to Future Innovations**

On the research front, we shall deepen and develop the fields of humanities, social science, and natural science; contribute to the resolution of regional and global issues going beyond the framework of academic fields; point out next issues to be addressed; and continue our activities to better realize real world peace and happiness in human society. In so doing, we must support highly sophisticated, original research conducted by each member of the faculty, further promote research that is based on organizational strategy, and strengthen collaboration with research institutions both in Japan and abroad. We shall thus develop research organizations and support systems and, concurrently, construct a framework of "International Research University" whereby research activities will become widely known to the world and outcomes of such activities are utilized for the benefit of human society. In addition, we shall promote a type of research where literature meets science, or vice versa, as university (as opposed to college), pioneering new fields of education and research.

### **<Strategic Objective 3> Creating Robust Lifelong Networks between Alumni and Regions**

By providing education in line with Vision 150, Waseda University expects that many graduates will have global perspectives in their respective fields of activity and also that they as citizens will work strenuously with joy. We aim to keep in touch with our graduates regardless of their occupation and to support them directly and indirectly. It is also our goal that the University establishes solid relations with alumni and becomes "a university on which alumni can rely," through steps such as provision of places and occasions for a wider range of alumni to get together or career enhancement measures utilizing Waseda's diverse resources. Furthermore, the University shall rely on the achievements and experiences of alumni, applying them in educational and research activities.

## <Strategic Objective 4> Establishing a Dynamic Organizational Framework Adaptable to a Changing World

To meet the demands of society is indeed an important mission that a university is assigned with, but to pioneer the future and lead the society in the direction in which it should advance is also part of our important mission. It is also vital that Waseda University make university affairs transparent, including the contents of education and research and the details of its social contribution as well as of managerial and administrative affairs, and the direction in which the University is heading, not only through internal evaluation but also by introducing an external evaluation system. With our eyes upon the future of the Earth and that of human society, we must constantly become aware of our relations with society and organize diversified knowledge and wisdom. To that end, it is also essential that we develop new perspectives and new ways of thinking by promoting participation by female members of the faculty and staff and members of the faculty and staff from other countries in educational and research activities, and also, in the management of the University. Through these measures, we shall establish an organizational framework for governance and compliance that ensures dynamism as a higher education institution that keeps pioneering in eras to come.

### [Column: Global Leaders from Waseda]

By global leaders we mean “those who have the ability and will to lead the initiatives to ensure happiness of each and every global citizen and who think and act from the global standpoint” no matter where they live and no matter in what field they work. Just to name a few qualities, they have a broad range of exceptional qualities, the power of insight, good communication skills, creative thinking, the ability to uncover and solve problems, a spirit of criticism, and understanding of different cultures.

For Waseda University, global leaders are not necessarily only those graduates who are playing significant roles on the world stage, but they also include graduates who are, from the global standpoint, leading initiatives for regional vitalization, town-building, and cultural development.

### III. Core Strategy of Waseda

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For the realization of Waseda Vision 150, Waseda University shall implement the following 13 Core Strategies within the framework composed of the four strategies of (i) admissions strategy, (ii) education and learning strategy, (iii) development strategy, and (iv) management strategy.

#### [Admissions Strategy]

1. Radical Reform of the Admissions System

#### [Education and Learning Strategy]

2. Reconstruction of the Education System to Develop Global Leaders
3. Educational Content Open to the Public in Many Languages
4. A Switch to an Interactive Problem Finding and Solving Style of Education
5. Promotion of Proactive Student Planning in University Education and Research
6. Fostering Pride as Waseda People in the World

#### [Development Strategy]

7. Promotion of Original Research and Enhancement of the Ability to Deliver This Internationally
8. Education, Research, and Societal Contributions That Expand to the World
9. New Challenges in Educational and Research Fields

#### [Management Strategy]

10. Clarification of the Role and Evaluation of Teaching Staff
11. Strengthening of the Financial Structure
12. Establishment of a Progressive University Structure
13. A New Form of Academic Community



## [Admissions Strategy]

### 1. Radical Reform of the Admissions System

With regard to the conventional admissions systems and procedures, in which student selection takes place rigidly in the same manner respectively in the general entrance examination, the entrance examination for recommended students, and the Admission-Office (AO) entrance examination, Waseda University shall further promote reforms so as for each admissions system and procedure to fulfill its purpose of selection to the fullest extent possible. We shall explore new organizational frameworks under which the University will actively win brilliant students with diverse backgrounds from Japan and abroad.



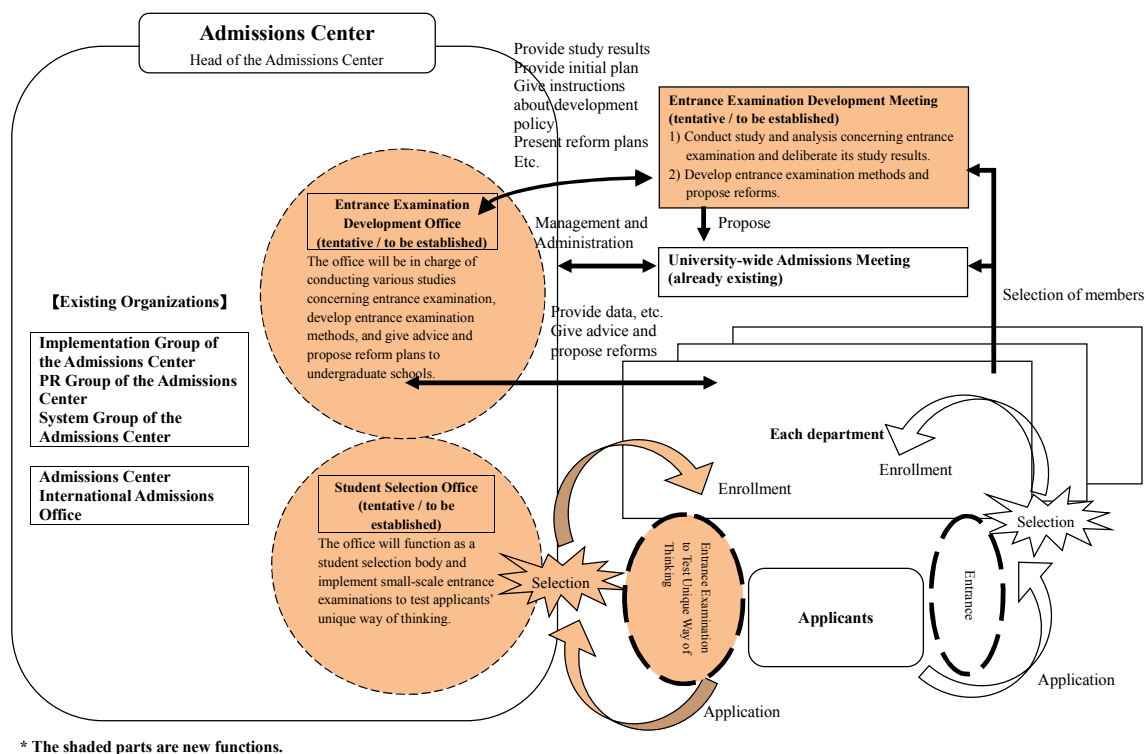
#### <Purpose and Aim>

We shall further clarify the qualities of desired students in light of educational principle and aim of each undergraduate and graduate school and, with regard to the students that have entered the University thus far through various admissions systems and procedures, study comprehensively matters such as a correlation between the desired qualities and the activities the students and graduates conduct at school and after their graduation. Based on the comprehensive study, the University shall implement necessary system reforms and consider ways to find and actively acquire students of desired quality both at home and from abroad. By so doing, we aim to become a university where a variety of students are selected in a well-balanced manner from across the nation and the globe and where they find joy in studying diligently.

#### <Reform Points>

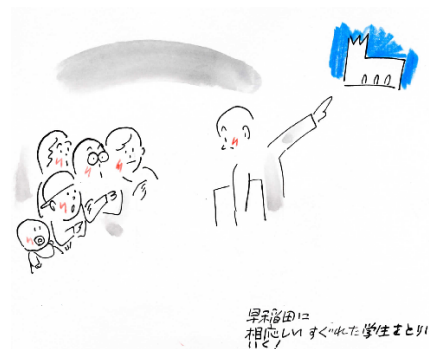
- 1) Establish a Student Selection Office (tentative) and implement small-scale entrance examinations testing applicants' unique way of thinking. As for those systems deemed effective as an entrance examination system for attracting brilliant students with diverse backgrounds, they shall be adopted at various departments within the University.
- 2) In order to evaluate applicants' basic academic level appropriately, consider new steps, including a common examination.
- 3) Consider steps to actively acquire brilliant students from around the world with the aim of developing a type of admissions systems under which students can take entrance examination no matter where they live in the world.
- 4) Aim to establish an Entrance Examination Development Office (tentative) in June 2013. The office shall conduct various studies concerning entrance examinations, develop new entrance examination methods, and give advice and propose reform plans to departments within the University.

## [Diagram: New Admissions System]



## &lt;Projects for Realizing This Core Strategy&gt;

- 1) Project to reform admissions systems/procedures to recruit talented students with various backgrounds
- 2) Project to establish a system that allows the university to reform its admissions policies on regular basis in accordance with social trend
- 3) Project to promote cohesive educational ties between Waseda's affiliated schools and the university



**[Examples of Reform Plans****Proposed by Faculties, etc.]**

- Shifting away from the admission system, which focuses too heavily on memorized knowledge, we aim to introduce a new admissions system that is capable of measuring applicants' ability to think logically and also their ability to adapt to international environment (School of Commerce).
- We will consider enhancing our scholarship programs in response to various reviews concerning admissions systems (e.g. general entrance examination; entrance examination for students from designated schools; differentiation of affiliated schools from other schools and their recommendation strategy; re-examination of introduction of central entrance examination; increase of female students; selection of elite; entrance examination and recommendation systems for graduate schools) (Faculty of Science and Engineering)
- By further developing English-based education provided at international courses under the Global 30 Project, we will implement in a full-fledged manner an entrance examination for the fall term for both foreign and Japanese students (School of Fundamental Science and Engineering).
- We will strengthen collaboration with graduates of the School of International Liberal Studies and also with Tomonkai and consider an organizational framework under which we obtain local information swiftly from abroad (School of International Liberal Studies).

\*\*\*\*\* **[Column: Characteristics and Development of Waseda]** \*\*\*\*\*

▶ **Diversity**

The University is composed of a variety of students, faculty, staff, and alumni. This diversity brings about new angles as well as mixture and integration of ideas, serving as the foundation of the originality of our educational programs and research projects.

▶ **Expansiveness**

Waseda enjoys regional expansiveness as it develops together with its neighboring communities. The University is “expansive” in terms of time, too, for it has been built on the accumulation of various events in its history spanning over a period of more than 130 years. We shall further extend this expansiveness, making every corner of the world our campus (global expansion) while providing education and conducting research for the benefit of future generations.

▶ **Openness**

With no door to shut itself out from outside world, Waseda shall strive to be open to local communities and, furthermore, make efforts for developing educational and research activities in a circulation of people in which students are accepted no matter which country they are from and likewise students are sent out to everywhere in the world. In that sense, we aim to become a university that never sleeps, free from time restrictions, operating 24 hours a day 365 days a year.

## 2. Reconstruction of the Education System to Develop Global Leaders

Waseda University shall strive to enhance the flexibility of education structures and deploy such flexible structures in an organized manner across the University in order for it not to be restricted by a type of education in which too much emphasis is placed on specialty solely in order to be at the forefront of existing fields of specialty but rather for it to cultivate global leaders of international character, who will pioneer for the world's public good a new era by utilizing specialized knowledge built upon fundamental and liberal strengths.

### <Purpose and Aim>

In order for the graduates of Waseda University to be truly able to contribute as global leaders to the realization of an enriched human society, they need to cultivate liberal strengths, in the true sense of the words, enabling them to harness their specialty during their term as students. Liberal studies provided by the University are not a mere collection of "liberal arts subjects." Instead, they are composed of two combined groups of subjects: (1) a group of university-wide minor's subjects, which include fundamental education subjects, foreign language subjects, and experience-based subjects (e.g. study abroad or participation in volunteer activities) and (2) a group of major's subjects organized in each undergraduate school.

The fundamental education is further divided into two types of subject: (1) university-wide core education subjects, through which our students acquire skills essential to learn major's subjects at the undergraduate schools and also essential to work as professionals after graduation, namely, the abilities to think logically and effectively communicate one's own thoughts to others and the basic skills to use information technology (IT); and (2) university-wide common education subjects, in which our students study the achievements made thus far in the fields of humanities, social science, and natural science, and furthermore, which provide students with an opportunity to consider, without being restricted by the boundaries of specialty in the academic fields of the undergraduate schools, what learning and knowledge is really about. We shall strive to further organize these fundamental education programs and foreign language education programs conducted by institutions such as the Open Education Center and to connect these programs adequately with specialized education programs. The aim is to give our students a chance to cultivate cultured ideas, a source of profound wisdom enabling them to utilize one's own specialty. Moreover, we shall promote exchanges between and among different cultures, and sports, and also the experience-based subjects, including "Student Studies Abroad", exchange programs, and participation in volunteer activities, through which we aim to cultivate students suitable to become global leaders with a wide range of knowledge and an ability to see things from multiple standpoints. In addition, we are determined to enhance education for working members of society who, based on their working experiences, seek to become global leaders, increasing the opportunity for them to come back to university to study whenever they wish to do so.

For the realization of such education structures, we shall improve education programs, enhance education environments, and, with a view to restructuring the Faculties, make systems flexible, if so required, and advance system reforms. The introduction of a quarter system in FY2013 is one such example. Take universities in the Oceania and South America regions for instance. Their summer vacation starts in the middle of November and new academic year in February. In the Republic of Korea, the universities' new academic year starts in March and the spring term of the North American universities adopting a quarter system starts in April. Thus, the introduction of a quarter system will enable the University to adjust to the academic calendars of various countries and regions around the world, including Japan. While collaborating with the University's



overseas offices and more than 600 partner universities and partner institutions abroad, we shall utilize them organically as a place of education and research and as a center for taking initiatives in volunteer activities or for disseminating culture.

#### <Reform Points>

- 1) Enhance collaboration between the undergraduate schools and the Open Education Center and restructure educational organizations, including, if so required, the restructuring of the Faculties, so as to establish a system for enabling Waseda's unique liberal studies to be conducted commonly across the University.
- 2) Introduce a quarter system in the undergraduate and graduate schools and manage the system effectively.
- 3) Develop a structure for giving all students an opportunity to go abroad and learn for such purposes as attending local universities, conducting fieldwork there, or participating in international volunteer activities.
- 4) Prepare a university-wide, horizontal strategic education program for conducting high-quality education targeting selected students with significant achievements with the aim of cultivating leaders of future generations who will address various global issues.
- 5) Create in each academic field samples of evaluation indexes such as rubrics and clarify evaluation standards such as "Thinking, Judgment, and Skills."
- 6) Structure a curriculum in which the course numbering system is introduced for common and other subjects.
- 7) Advance the Common Degree Program in collaboration with the University's overseas offices and partner universities abroad, providing Waseda's unique education globally.

#### [Column: Rubrics and Course Numbering]

◆Rubric: Rubrics are an educational evaluation method, in which standards for evaluating learners' level of academic achievement become apparent by clarifying evaluation standards such as "Thinking, Judgment, and Skills."

◆Course Numbering: By numerically scaling the level and contents of each class subject, this system will organize curriculums efficiently and allow students to choose classes to attend more easily.

- 8) Enhance university extension, namely, to enhance education targeting at businesspeople and bureaucrats in Japan or abroad. In particular, the University shall respond to individual needs by utilizing intellectual resources and human networks free from the boundaries dividing each Faculty.

[Diagram: How We Cultivate Global Leaders]



## [Column: Fall Admissions]

While fall admissions is an important topic for globalization of Japanese university to gain momentum, it alone is not sufficient to increase the number of international students studying in Japan. What is further needed is to provide an environment for international students to feel at ease with coming to Japan to study. Increasing the number of lectures given in English is particularly important to this end. As for an admissions period, the fall admissions system is suitable for some countries but it is not addressing the needs of students of other countries whose universities start their new academic year in February or March, nor could Japan's current semester system be suitable for summer school programs opened in the period between June and August.

As such, Waseda University will adopt a quarter system so as to respond to the needs of students of every nation, whose universities adopt different school term systems respectively. This initiative also aims to make the University suitable for summer school programs.

The quarter system will enable students to study intensively in a short period and enable them to participate in programs such as a short-term (two months) study abroad program, volunteer activities, and internship programs. It is good for the faculty members as well because it will give them the time to concentrate on their studies. These are just some examples of the merits of a quarter system.

**<Projects for Realizing This Core Strategy>****(Educational Content and Program)**

- 1) Project to explore better ways of integration among the university's liberal arts, core education, and disciplinary studies
- 2) Project to develop "Structured Studies Abroad" programs
- 3) Project to develop Fee Based One-Semester/Short-Term Programs
- 4) Project to establish honors programs at Waseda
  - \* The honors program refers to a university-wide, horizontal strategic education curriculum serving as a global education model for cultivating global leaders. The program is targeted at students with significant achievements selected from each undergraduate school.
- 5) Project to systematize Master's curriculum for nurturing capable human resources and strengthening research capacity
- 6) Project to encourage students' shift from TSA/ISA Programs to Exchange Programs
  - \*TSA: Thematic Studies Abroad    ISA: Individualized Studies Abroad
- 7) Project to expand university preparation programs for incoming international students
- 8) Project to develop fee-based programs combining intensive Japanese language programs and subject courses to invite more non-degree international students
- 9) Project to promote university extension and life-long learning
- 10) Project to nurture human resources through social contribution and volunteer activities
- 11) Project to offer programs that help students have a broader range of abilities and interpersonal skills

**(Education System)**

- 12) Project to promote the "quarter system" in Faculties and Schools
- 13) Project to establish a "Sub-Degree" System and promote Double Degree Programs
- 14) Project to reform the scholarship programs

**(Education Support)**

- 15) Project to enhance career development services for the participating students of study abroad programs
- 16) Project to reform the scholarship programs for international students
- 17) Project to enhance career development services for international students
- 18) Project to establish the learning support system to enhance students' learning outcome

**(Collaborative Education)**

- 19) Project to redress the imbalance in student exchange
- 20) Project to promote cohesive educational ties between Waseda's affiliated schools and the university
- 21) Project to involve Waseda alumni in the university's education, research, administration, and social contribution

~~~~~ [Column: Enrollment Ratio of the Persons Aged 25 and Older  
in University-type Institutes of Higher Education] ~~~~~

The OECD average of the university enrollment ratio of persons aged 25 and older reaches approximately 20%, with a significant portion being made up of students having working experience. On the other hand, the enrollment ratio of such students in Japan is as low as 2.0%.

1st: Iceland 36.8%. 5th: Australia 26.4%. 13th: North America 22.0%. 15th: UK 19.5%. 17th: ROK 18.4%.

20th: Germany 14.8%. 26th: Japan 2.0%. OECD average: 21.1%.

Source: OECD Education Database (2009). Note that Japan's figure, the enrollment ratio of students having working experience, is based on the School Basic Survey and research conducted by Japan's Ministry of Education, Culture, Sports, Science and Technology.

[Examples of Reform Plans**Proposed by Faculties, etc.]**

- We will enhance, in fundamental education, learning support systems for group discussion and personalized instruction by TAs, etc. (School of Political Science and Economics).
- We will support participation in education by graduates being active in their respective fields and participation by students in activities conducted in various fields in society (School of Political Science and Economics).
- In addition to study abroad programs at the university level, we will expand student exchange agreements in smaller organization units and enlarge double degree programs, thereby doubling the number of students studying abroad (School of Political Science and Economics).
- In addition to the expansion of internship programs centered on international students, we will develop our own unique career support programs (School of Political Science and Economics).
- We will incorporate "steps," such as preparatory courses for studying abroad and study abroad programs for students, for both long- and short-term study, in each foreign language subject in an appropriate manner. Thus, we will work to clarify the "stream" of steps to be taken in order for students to reach the required level of foreign language skills at the time of entrance to the undergraduate schools (School of Law).
- We will support systematically international students who will make presentations or write academic papers in Japanese and members of the faculty who will present research outcomes in a foreign language (i.e. global transmission of academic information) (Faculty of Letters, Arts and Sciences).
- We will work to help alumni further activate and expand activities of the Japanese Association of School Education and the Waseda University Alumni Association (WUAA) (School of Education).
- We will strive to measure the education effect in each line of subjects in order to ensure that students maintain good academic records. For foreign language subjects in particular, we will establish goals to be established annually and, by so doing, we aim to guarantee the quality of education (School of Commerce).
- By establishing an Introductory Seminar (tentative) and revising the curriculum of the Comprehensive Education Subject Seminar, we will provide students, consistently upon their entrance to the University up until their graduation, with a seminar-style program for finding and solving problems interactively (School of Commerce).
- Our goal is to increase the number of students sent to participate in one-year study abroad programs to 640 by, in addition to existing study abroad programs, developing short-term and mid-term study abroad programs as well as programs interlinked with internship programs, thereby giving them numerous occasions in which they actively experience different cultures (School of Commerce).
- In cooperation with research centers in Singapore and universities in Asian countries with which we collaborate, and by utilizing systems such as the quarter system, we will promote collaborative education globally (School of Advanced Science and Engineering).
- In order to cultivate students' social construction capabilities, we will design a future vision based on a three-step learning system, with the first step being to understand the structure of conventional knowledge and wisdom, the second step being to enhance communication skills concurrently with the first step, and the third step being to put into practice the knowledge and skills gained in the previous two steps. And in order to realize the vision, we will (1) seek to internationalize education environments further through measures such as acceptance of international students under the framework of the Modern Japan Study Program established within the G30 Project and taking steps to increase the number of students who will study over a mid-term period in such countries as ones in which Chinese or English are spoken as the official or major language (e.g. the Mid-term Study Abroad Program for China) and (2) increase the number of practical subjects and seminar subjects in the curriculum to more than twice the current number, thereby further striving to put theories into practice in society and in hospitals (School of Social Sciences).

- We will cultivate, through the Contemporary Japan Studies Program, specialists in Japan studies who may assume leading roles in their respective country of origin in the future (Graduate School of Social Sciences).
- Enhancement of initial education. Specifically, (1) for a group of literacy subjects, we will be in charge of cultivating common, fundamental academic capabilities mainly in education for freshman and sophomore students, with the main focus being placed on acquirement of various skills (i.e. English, a third language, Japanese language [skills for writing academic papers, Japanese language and culture], data literacy), (2) for a group of fundamental subjects of human sciences, we will be in charge of building the foundation upon which students learn about humans and human sciences (i.e. study skills, student life and self-management, fundamental seminars, introduction to human sciences, introduction to human environment sciences, introduction to health welfare sciences, introduction to human information sciences, remedial subjects) and (3) for a group of liberal studies of human science, we will conduct intellectual training aimed at helping students realize their own roles as well as the very purpose of their existence in society and helping them develop abilities to comprehend at a higher level the human existence and reality (School of Human Sciences).
- We will introduce a numbering system for each subject; introduce a quarter system, short-term study abroad programs, training programs, and credit qualification programs, as well as enhancing internship programs (School of Sport Sciences).
- We will review the current status of the overseas designated school system with the aim of attracting students more efficiently (School of International Liberal Studies).
- We will cultivate Japanese and Asian journalists well versed in Asia and in Japan, respectively, thereby functioning anew as a Waseda Graduate School of Journalism, which will contribute to the creation of a global public space (Graduate School of Political Science and Graduate School of Economics).
- We aim to assume a leading role in educating students to become executives in Japan and also in East Asia, and in developing practical management theories and methods (Business School).
- We will introduce a system, named "Waseda Nihongo Support," for helping international students learn Japanese. (Graduate School of Japanese Applied Linguistics).
- We will have our students participate in programs and initiatives enabling them to experience various international exchanges such as the Japan-ROK High School Student Exchange Camp (Japan-ROK Economic Exchange Association), international student symposium hosted by partner schools, the World Leaders Summit (Baba Foundation), and the High School Student International Exchange Program (AIU) (Affiliated Senior High School).

3. Educational Content Open to the Public in Many Languages

By making good use of information and communication technology (ICT), Waseda University shall make its educational content open widely to the public in many languages so that it may visualize the type of unique education that Waseda provides. At the same time, we shall incorporate outstanding educational contents of universities abroad into our courses in an attempt to achieve a type of education provided with the best or most diversified educational materials and educational methods in the world.

<Purpose and Aim>

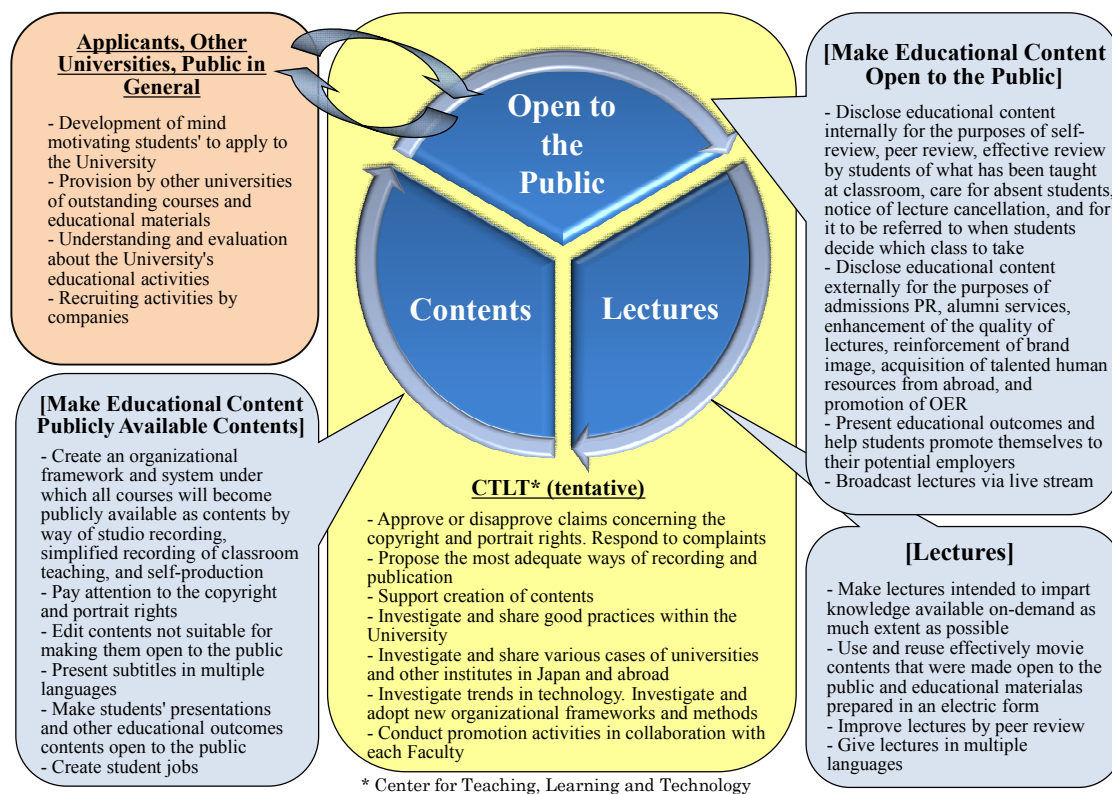
It is not only the content of the University's courses that will be made open to the public. What will be made publicly available includes such educational outcomes as student's reports and academic papers, too. How do we do so? First, we shall utilize on-demand systems and OpenCourseWare (OCW) already functioning on the Internet. We shall also create a portfolio of educational content. These methods will make it possible for students to make their reports and other educational outcomes open to the public and, furthermore, to promote themselves to their potential employers. They are indeed a beneficial tool for students' job hunting activities, too. While much can be done through existing systems, we shall endeavor to further enhance transparency by making the University's educational content open to the public, including applicants, parents, students, and society at large, both at home and abroad, seeking their understanding and appraisal of the University's educational activities. Concurrently, we shall start, where it is possible, providing diverse courses by actively incorporating into our courses outstanding educational content of universities around the world or through credit exchange or credit sharing programs with other universities.

Moreover, we shall consider, with a view to the next era beyond the current prioritization of English, providing education in multiple languages, and shall make necessary preparations accordingly.

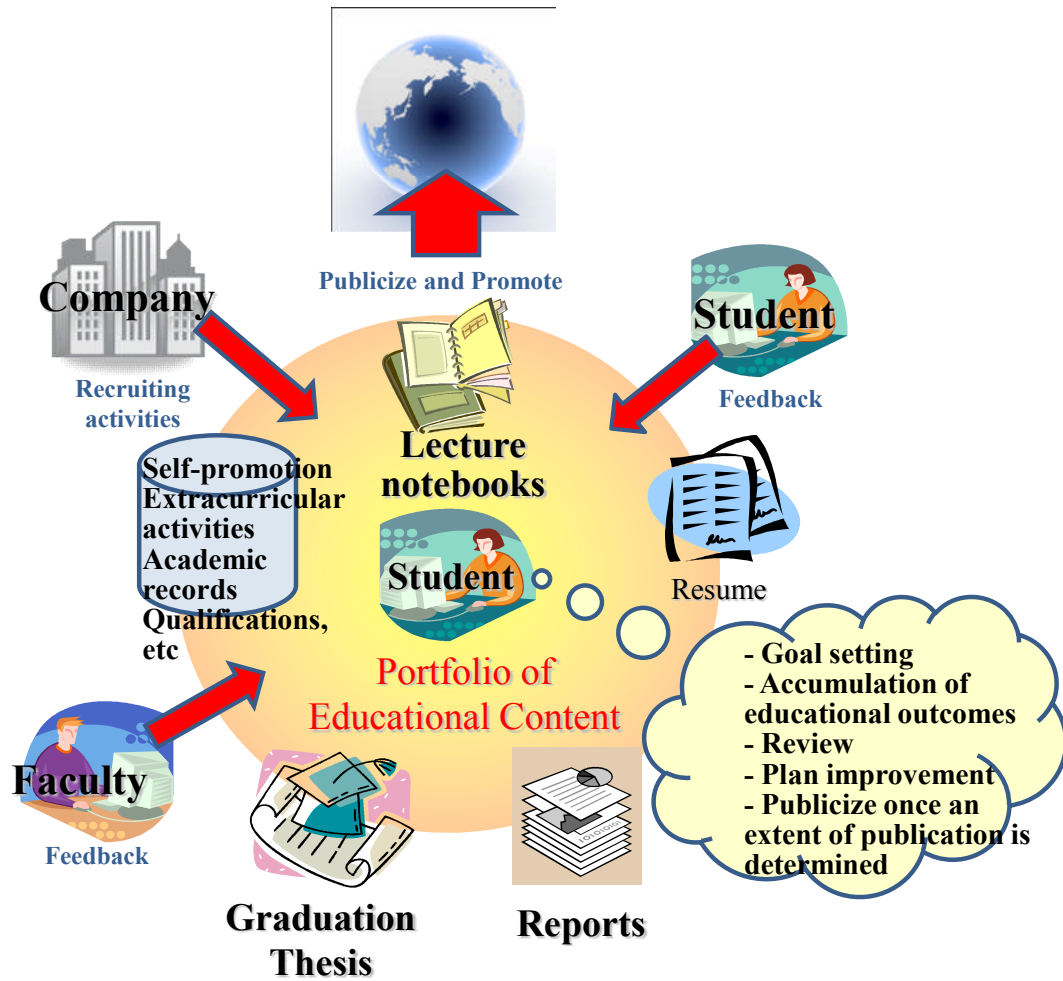
<Reform Points>

- 1) Consider the following items in order to further advance efforts to make educational content open to the public in many languages.
 - Specific methods, extent (target), and aim to be achieved for this Core Strategy
 - Extent to which ICT services are provided under specific implementation measures
 - Ratio of English-based subjects, curriculums for enhancing students' English proficiency, and standards of English proficiency required of successful applicants
 - How the subjects provided in languages other than English should be positioned in curriculum
 - With regard to the methods of carrying out this Core Strategy, how the efforts can and should be interrelated with OCW and iTunesU provided under the existing services (systems) and with the websites enabling viewers to go through the University's courses
- 2) Strive to enhance the support system for this Core Strategy.
- 3) Create a portfolio of educational content and make public matters such as educational outcomes, history of courses taken, and extracurricular activities. This will allow everyone concerned to look back to confirm what has and has not been achieved and to set new goals. We will also make the portfolio a new support tool for building students' careers.

[Diagram: Educational Content Open to the Public in Many Languages]



[Diagram: A Portfolio of Educational Content]



<Projects for Realizing This Core Strategy>

- 1) Project to promote interactive/student-oriented teaching methods by exploring “Good Practice” within/outside of the university
- 2) Project to establish the learning support system to enhance students’ learning outcome
- 3) Project to review teaching methods by utilizing Teaching Assistants and ICT



[Examples of Reform Plans**Proposed by Faculties, etc.]**

- We will actively create a portfolio of educational content and make public student' records of history of problem finding and solving that they have achieved as a volunteer or as an individual. The portfolio will thus be utilized in career education (Faculty of Political Science and Economics).
- We will reinforce ties on the educational front between the University and business industries by establishing for working members of society such lectures and classes as "Let's Start Over Again," Training Courses, and a Counseling Office for Mathematical Questions (School of Fundamental Science and Engineering).
- In collaboration with the graduate schools, we will develop a systematic, multi-language education program that will be based on international standards (School of Political Science and Economics).
- We accept that subjects under an LL.M. (tentative) course be lectured in either English or Japanese (It is thought to be possible that we give, for example, on-demand lectures using a PowerPoint document prepared in two languages) (Graduate School of Law).

4. A Switch to an Interactive Problem Finding and Solving Style of Education

Waseda University shall, among other initiatives, seek to develop environments for distance and on-demand learning in which a variety of networks are utilized; innovate the way in which educational materials are developed; and reform the style of education. The aim is to switch the emphasis from a style of education centered on lectures unilaterally given at classroom, to an interactive style of education centered on seminars in which students' active participation is required and to project-based education in which fieldwork is conducted by students. The ability to find problems, propose plans to resolve the problems, and carry out the plans shall thus be nurtured.

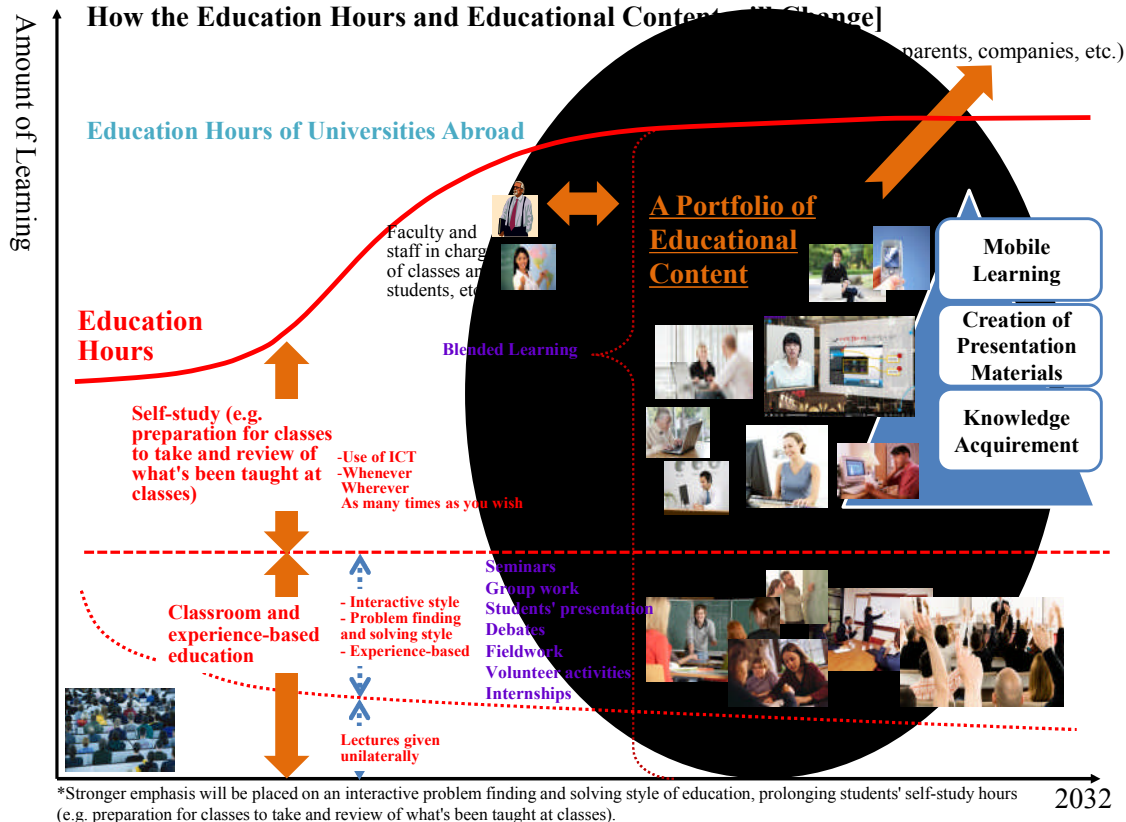
<Purpose and Aim>

We shall endeavor to increase the number of on-demand course subjects by creating an organizational framework making it easy to record the contents of classes and/or recording them automatically and by establishing a system supporting efforts to prepare educational materials digitally. We shall accordingly reinforce individualized direct instruction by introducing student participatory courses, centered on seminars, such as ones requiring students to make presentations and participate in debate, as soon as in the freshman year. Furthermore, by shifting our focus to project-based education we shall provide more opportunities for students to find and solve problems together as a group.

<Reform Points>

- 1) Improve measures to utilize the information and communication technology (ICT) aimed at lightening faculty's burden and to support faculty. Shorten the class period which members of the faculty are in charge of.
- 2) Consider the very purpose of an interactive problem finding and solving style of education, in which members of the faculty give instruction more intensively and, concurrently, which is formed on the initiative of students. Also consider how the University can support such a style of education.

[A Switch to an Interactive Problem Finding and Solving Style of Education— How the Education Hours and Educational Content Will Change]



*Stronger emphasis will be placed on an interactive problem finding and solving style of education, prolonging students' self-study hours (e.g. preparation for classes to take and review of what's been taught at classes).

[Column: Interactive Problem Finding and Solving Style of Education]

An interactive, two-way style of education, in which students deepen understanding of educational content by exchanging opinions with teachers and classmates, rather than receiving knowledge imparted by teachers in a unilateral way, has been increasingly adopted in course subjects with a significant number of students, too. Furthermore, in this globalized society there is an increasing need for courses of education provided in a problem finding and solving style whereby students acquire the ability to think actively and provide logical explanation to a question that does not necessarily have correct answers.

<Projects for Realizing This Core Strategy>

- 1) Project to promote intensiveness and interactiveness of undergraduate programs
- 2) Project to review teaching methods by utilizing Teaching Assistants and ICT
- 3) Project to promote interactive/student-oriented teaching methods by exploring “Good Practice” within/outside of the university
- 4) Project to establish the learning support system to enhance students’ learning outcome
- 5) Project to explore better ways of integration among the university’s liberal arts, core education, and disciplinary studies
- 6) Project to revise undergraduate curricula taking into account the link with Master’s programs

**[Examples of Reform Plans
Proposed by Faculties, etc.]**

- We will support cultivation of a cultured mind, an essential element of a matured adult, and help students design career plans for them to be active as working members of society, by emphasizing a seminar style of education (15 students per class) all the way from their entrance to the University to graduation as a main pillar of curriculum. We will also give tailored instructions to each and every student, from the introduction to the academic research and learning to the active acquiring of specialized knowledge that will enable them to find problems by themselves and solve them theoretically (School of Political Science and Economics).
- For required subjects of political studies and economics studies, in addition to existing lectures we will introduce TA sessions, thereby enhancing students' understanding of subject matters (School of Political Science and Economics).
- It is thought to be possible to invite legal practitioners to give instruction in mock trials using a court classroom (School of Law).
- A mutual collaboration system between students on the one hand and graduates and working members of society on the other (e.g. PBL and practical subjects, internships, non-degree subjects for working members of society, chair courses) (Faculty of Science and Engineering).
- We will promote active learning by certifying volunteer internships for credits and increasing the number of fieldwork subjects (School of Social Sciences).
- We will train advisors, mainly composed of students of the Graduate School of Japanese Applied Linguistics, introduce a teaching associate program, and provide advising services for international students (Graduate School of Japanese Applied Linguistics).

~~~~~ **[Column: Reconfirm the Raison D'Etre of the University]** ~~~~~

Today, a variety of problems caused due to the fact that global governance has not been established, such as ones concerning sustainability, peace, and crisis management, have occurred with high frequency across the globe. It is an important mission of any university to adopt and practice a problem finding and solving style of education and research, while taking note of a diversified dimension of globalization, namely, each level of "global," "regional," "national," and "local," in order to establish global governance.

## 5. Promotion of Proactive Student Planning in University Education and Research

A student in the context of the university is not a mere entity who comes to classroom to attend classes and goes home after that. A student is a member of the people who, together with faculty and staff, support the university and help it adapt to a changing world. He/she is a proactive entity who thinks about the very purpose of the university and society from different standpoints from those of faculty and staff. Waseda University shall promote proactive and responsible participation by students in support business for the University's educational, research, and other activities.

### <Purpose and Aim>

The main characters of the University are not only composed of faculty and staff but students as well. That is how we position our students. They are not a collection of passive entities merely enjoying receiving education. We shall enrich our educational and research activities through student planning and, through these activities, we shall create an organizational framework under which the students' voice is listened to and their proposals are considered carefully.

We shall take advantage of the knowledge and experience students acquired and gained through volunteer and club activities, which characterize Waseda University, for the development of the University. Furthermore, we shall create student jobs which harness students' desires, abilities, and specialties by, for example, reviewing the roles of the TAs and RAs. Student jobs should function not only as career education (i.e. students engage in work within the University) but they should also become a beneficial financial support tool for students living alone and international students.



校内インターンシップ

This student planning in university education and research will enable the University to promote reform programs in which the potential of members of the next generations and fresh ideas are incorporated. For their part, students shall be given an opportunity to become aware of their very purpose of existence in a community called university and be prepared to shoulder responsibilities as members supporting society that will be given to them respectively once graduated from the University.

### <Reform Points>

1) Adopt innovative ideas, without being restrained by conventional practices and ways of thinking, to create an organizational framework for student planning, and to create jobs.

2) Examples of student planning:

<Academic affairs> Evaluation of courses and educational materials, evaluation of educational environments, competition in student planning of Vision 150

<Student affairs> Administration of the University's festivals and other cultural events, evaluation of environments in which extracurricular activities are conducted

3) Maintain balance between efforts to create student jobs and efforts to enhance the quality and effectiveness of education by having students help administer courses in which subjects having a large number of students are reorganized into smaller groups

4) Examples of student jobs:

<Research affairs> Support research, support faculty offices, support operation of research equipments, support creation of applications and reports to be submitted

<Education and learning affairs> Support course administration, support seminar administration, support university-wide core education programs, learning support for international students

<University business affairs> Support freshmen, support guidance for subject registration, support supervisors of regular



勉強がはーい!

|                            |                                                                                                                                                                                                                        |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                            | tests                                                                                                                                                                                                                  |
| <Admissions affairs>       | Supervise entrance examinations, support for applicant's inquiries                                                                                                                                                     |
| <PR affairs>               | Translation into English (or other languages), planning and creation of PR materials, campus tour guides                                                                                                               |
| <Culture projects affairs> | Support administration of cultural events, support for people writing commentaries for materials in museums, support for organizing materials in museums                                                               |
| <Students support affairs> | Planning and administration of events organized by students, management and administration of facilities used by students, support for students with disabilities, support for job counseling, support for dormitories |
| <IT support affairs>       | Support for IT facilities and software use, management of PC rooms, management of terminals and printers                                                                                                               |
| <Library affairs>          | Reference counter, lending books, processing returned books, organizing books on shelves, library lectures, library PR and guides                                                                                      |
| <Sports affairs>           | Sports PR, support for members of sports clubs (enhancement of athletic performance, prevention of and recovery from injury, mental health issues, learning, etc.)                                                     |

### <Projects for Realizing This Core Strategy>

- 1) Project to create student jobs within the university
- 2) Project to review teaching methods by utilizing Teaching Assistants and ICT
- 3) Project to establish the learning support system to enhance students' learning outcome
- 4) Project to explore better ways of integration among the university's liberal arts, core education, and disciplinary studies

#### [Column: TA and RA]

<TA> Waseda University has two types of TAs, namely, Teaching Associates (TAo), who provide educational and instructional support, and Teaching Assistants (TAi), who support the administrative work of educational affairs.

<RA> The purpose of the RA system (RA: Research Assistant) is to promote effectively research conducted by a group of researchers assembled for a designated period or conducted by individuals, to improve research systems, and to help the RA himself/herself acquire further knowledge and skills.

It is also possible to establish a position for Campus Assistants (CA), who would assist with non-educational non-research affairs.



## 6. Fostering Pride as Waseda People in the World

Waseda University has contributed to Japan's society and culture through various events and traditions accumulated under the Mission of Waseda University in the course of Waseda's history. This accumulation of events and traditions is often seen as a trait of Waseda, or Waseda culture, forming the pride of graduates, students, faculty, staff and, more broadly, of the Waseda people at large. While the traits of Waseda were created and have been accumulated in the Waseda region, the spirit and activities of the University can be found all over Japan and from the very beginning of its establishment the University has been turning its eyes towards the world out there over the sea. In this section, we shall explore the strategy to contribute to the creation of new culture and further to human society by vigorously promoting the Waseda culture, as well as measures to be taken in order to realize the strategy. This exploration also gives us the chance to think about fostering pride as Waseda people.

### <Purpose and Aim>

When looked at it from within and outside the University, or from outside the University in particular, Waseda culture is highly praised as being unique and distinguished. When this uniqueness is talked about, the Waseda people reconfirm their sense of belonging to Waseda and reaffirm their pride as Waseda people.

The purpose of this Core Strategy is (a) to take this as an opportunity to think what the Waseda culture is really about and clarify the process of its enhancement and development; (b) to connect the Waseda culture with high, and higher, praise for Waseda's uniqueness; and (c) to further foster pride as Waseda people. By striving to achieve this purpose, we shall endeavor to contribute to the creation of new culture.



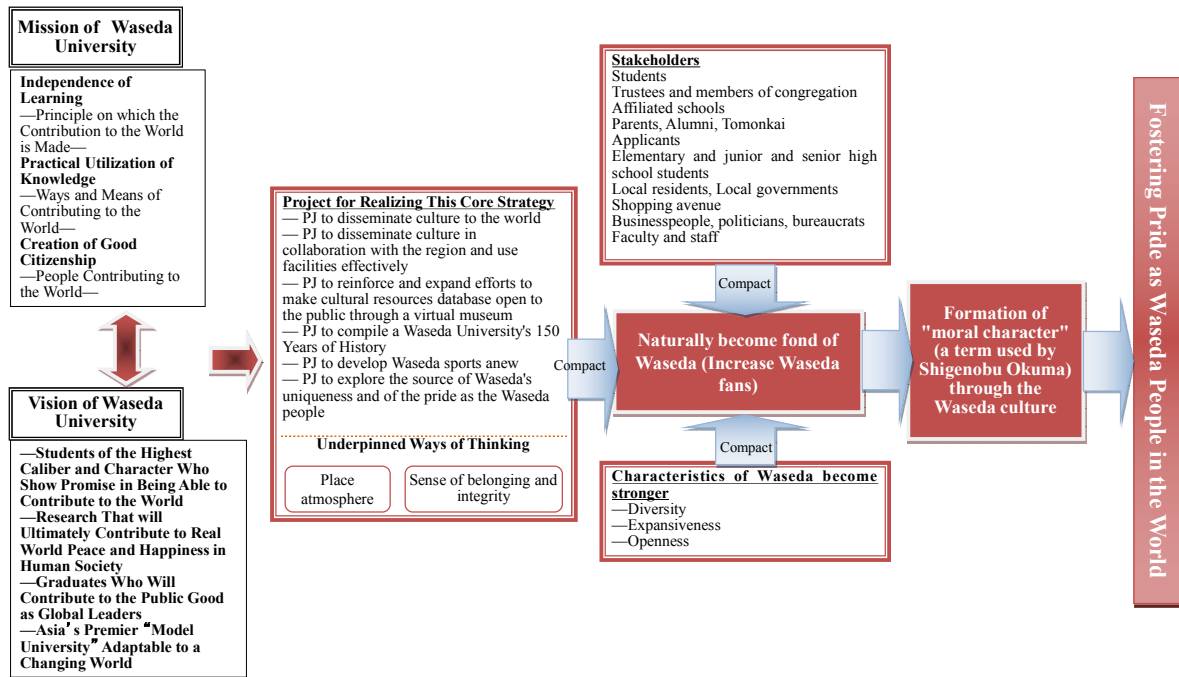
### <Reform Points>

- 1) Promote a strategy to inherit the Waseda culture, or in other words, the accumulation of events initiated through daily conduct of students, graduates, faculty, staff, and more broadly, the Waseda people at large, and to develop further the culture inherited.
- 2) Uncover the source of the pride that each and every one of the Waseda people has, including students, alumni, faculty, and staff, and nurture the source of that pride.

### <Projects for Realizing This Core Strategy>

- 1) Project to introduce Waseda's cultural activities/assets to the world
- 2) Project to introduce Waseda's cultural assets through facilities of local community
- 3) Project to set up the Virtual Museum
- 4) Project to compile Waseda Sesquicentennial History Series
- 5) Project to make Waseda sports flourish even more strongly elsewhere in the world
- 6) Project to foster pride as Waseda people

[Diagram: How We Foster Pride as Waseda People in the World]



## [Development Strategy]

## 7. Promotion of Original Research and Enhancement of the Ability to Deliver This Internationally

As a university known for its high research quality, Waseda University shall advance efforts to develop research organizations and support systems in order to support highly sophisticated, original research conducted by each member of the faculty and also in order to reinforce initiatives for the promotion of research that is based on organizational strategy and for the collaboration with research institutions both in Japan and abroad. At the same time, we shall construct a framework of "International Research University" whereby research activities will become widely known to the world and outcomes of such activities are utilized for the benefit of human society.

### <Purpose and Aim>

The University shall study the impact of various measures on research activities and the development of research systems by the Research Council and the Center for Research Strategy among others under Waseda Next 125, thereby creating a new research support system for the collaboration with other institutes within and outside the University and for the procurement of funds from external bodies. We need to develop an organizational framework and environments for research abilities of each member of the faculty to result in global innovation in the fields of both the humanities and sciences. Moreover, we shall endeavor to ensure that the "Practical Utilization of Knowledge" is conducted internationally, by disseminating research information through the University's internal resources and by considering steps to reinforce the University's ability to deliver information globally.

### <Reform Points>

- 1) Create organizationally and strategically a system to form a positive spiral in which research activities gain further momentum to move forward.
- 2) Develop environments and support systems in which the research abilities of each researcher are harnessed, make research organizations strategic organizations adaptable to new academic fields and to new research systems, and effectively deliver to the world the contents of original research created through the abovementioned efforts.
- 3) With regard to those research centers and research organizations that have been established for a number of years, make them adapt to a changing world through innovation. Those that cannot adapt shall be abolished.

### <Projects for Realizing This Core Strategy>

- 1) Project to reform research support systems
- 2) Project to nurture and support young researchers
- 3) Project to restructure existing research organizations and support systems
- 4) Project to expand capacity of conveying research activities/results
- 5) Project to discuss the establishment of "Advanced Research Center for Higher Education" (tentative)
- 6) Project to establish solid fiscal foundation to promote excellence in research
- 7) Project to establish the research support system
- 8) Project to promote international publication among Waseda faculties
- 9) Project to promote international collaborative research



**[Examples of Reform Plans****Proposed by Faculties, etc.]**

- We will carry out planning, research support, and publication projects that concern a variety of research themes on human cultivation and health; strive to achieve collaboration between school education programs and human cultivation programs; and deliver widely to society, from the international and academic standpoints, the outcomes of those various activities (Institute for Advanced Studies in Education).
- Taking geographical advantage of our Nihonbashi campus, we will provide a place for international studies and also a place for presenting the outcomes of such studies (Graduate School of Finance, Accounting and Law).
- We will create a system to have outcomes and works developed at the University distributed internationally, online and offline, in a museum-style format, thereby contributing to society (School of Fundamental Science and Engineering and Graduate School of Fundamental Science and Engineering).



## 8. Education, Research, and Societal Contributions That Expand to the World

Waseda University as Asia's leading university shall promote international activities for the purpose of contributing to the world through its educational and research activities. In this respect, we shall create a world development map and strive to build strategic partnerships with major universities and institutes abroad.

### <Purpose and Aim>

It goes without saying that the initiatives taken by each member of the faculty, by a group of members of the faculty, by each undergraduate and graduate school, and by each one of the University's administrative offices, will play a significant role when Waseda University strives to make educational and research contributions to the world. That said, to make an effective global contribution it will also be essential that the University develop a university-wide global strategy. This can be said to be true because (1) the University as a whole as an organizational unit is superior to each individual member of the faculty and staff and other organizations when it comes to the quality and quantity of information gained internationally; (2) the university-wide global strategy will make it possible to coordinate international educational and research activities conducted by each individual member of the faculty and staff and other organizations, from which we can expect a synergy effect; (3) such strategy will enable the creation of networks with major educational and research institutes across the globe; and (4) by creating an international brand of Waseda University, each of the educational and research activities will be likely to enjoy various positive impacts.

Once we establish the global strategy, we need to conduct school reorganization and create new organizational frameworks in order to implement the strategy and achieve its goals. Furthermore, when establishing a new organization or reforming an existing system, we need to take into account matters such as how we seek understanding about the global strategy from each member of the faculty and staff and other organizations, how we implement specific measures that are based on the global strategy, and who will be responsible for those activities. We shall clarify the roles of overseas offices in relation to the global strategy and consider geographical distribution of overseas offices as well as how their staff, organization, and administration can be organized in an adequate manner.

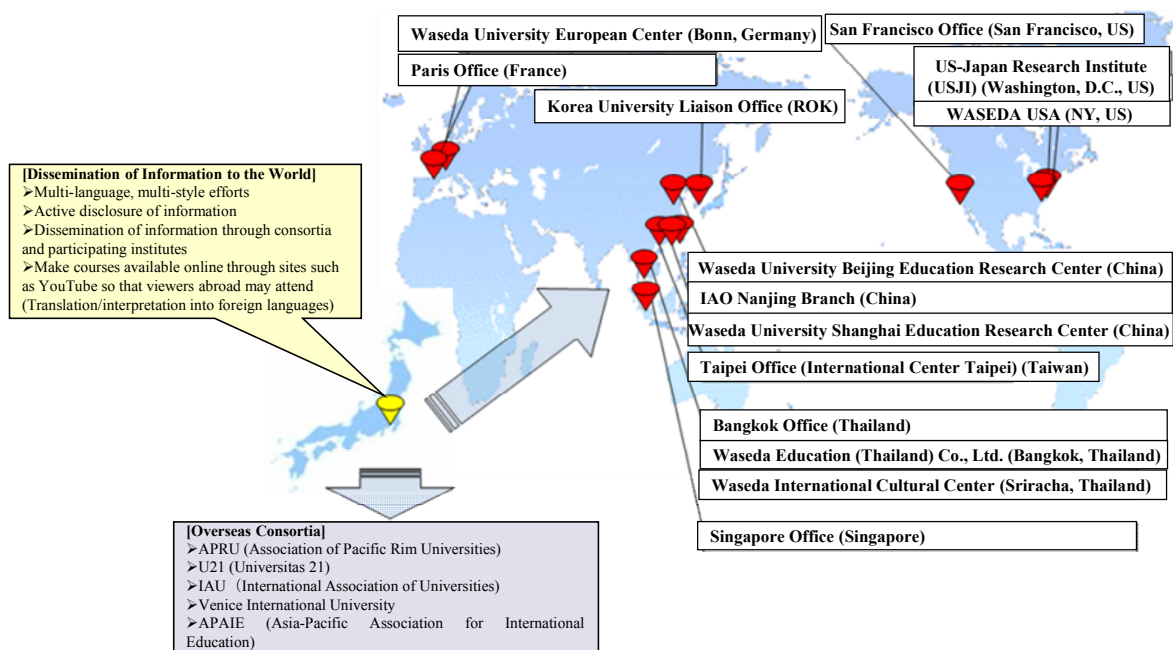
### <Reform Points>

- 1) Create a map illustrating educational and research activities conducted by universities and institutes across the globe. Also create a map illustrating the relationship between each member of the faculty and staff and other organizations of Waseda on the one hand and overseas universities and institutes (including companies) and persons living abroad (including VIPs of overseas universities and graduates of Waseda) on the other.
- 2) Build strategic partnerships with major universities and institutes abroad (including the review of partner universities abroad).
- 3) School organization reform (e.g. Establish in each department a post for Associate Dean for International Affairs. Allow members of staff in charge of globalization affairs in each department/division to be concurrently affiliated to the International Affairs Division).
- 4) Conduct a review of the overseas offices and redefine their roles.

### <Projects for Realizing This Core Strategy>

- 1) Project to draft Waseda's global strategy in research and education
- 2) Project to redress the imbalance in student exchange
- 3) Project to promote university-wide strategic public relations
- 4) Project to define the roles and functions of overseas offices to utilize them as global gateways
- 5) Project to reform the visiting researcher programs
- 6) Project to reform faculty/researcher exchange programs

[Waseda's Global Network]



### [Examples of Reform Plans Proposed by Faculties, etc.]

- We aim to assume a leading role in educating students to become executives in Japan and also in East Asia, and in developing practical management theories and methods (Business School).
- We will have our students participate in programs and initiatives enabling them to experience various international exchanges such as the Japan-ROK High School Student Exchange Camp (Japan-ROK Economic Exchange Association), international student symposium hosted by partner schools, the World Leaders Summit (Baba Foundation), and the High School Student International Exchange Program (AIU) (Affiliated Senior High School).

## 9. New Challenges in Educational and Research Fields

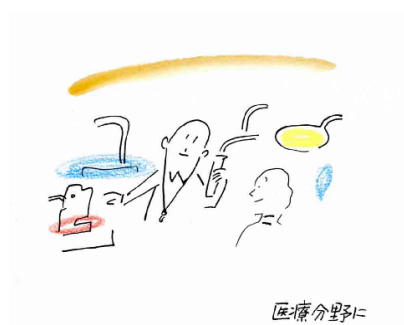
It is an important mission of any university, which presides over society's seats of learning and knowledge, that it pioneer new academic fields and indicate the direction in which human society should move forward. Determined to promote a type of research integrating fields of the humanities and sciences, Waseda University shall innovatively pioneer such educational and research fields as food and agriculture, life science and health care, super aged society, and peaceful and safe society.

### <Purpose and Aim>

The University has thus far conducted education and research in leading-edge fields, such as technology for health and medical care, formed as a result of the integration of each field of medicine, science and engineering, and life science, and in crossing fields such as environmental issues, which require knowledge of both fields of the humanities and sciences. We shall further expand this. We are committed to endeavoring to create a new academic field combining the fields of the humanities, social science, and natural science. In addition, in order to move this endeavor forward, we shall make efforts to create an organizational framework for developing a pool of young researchers and for collaborating with external bodies.

### <Reform Points>

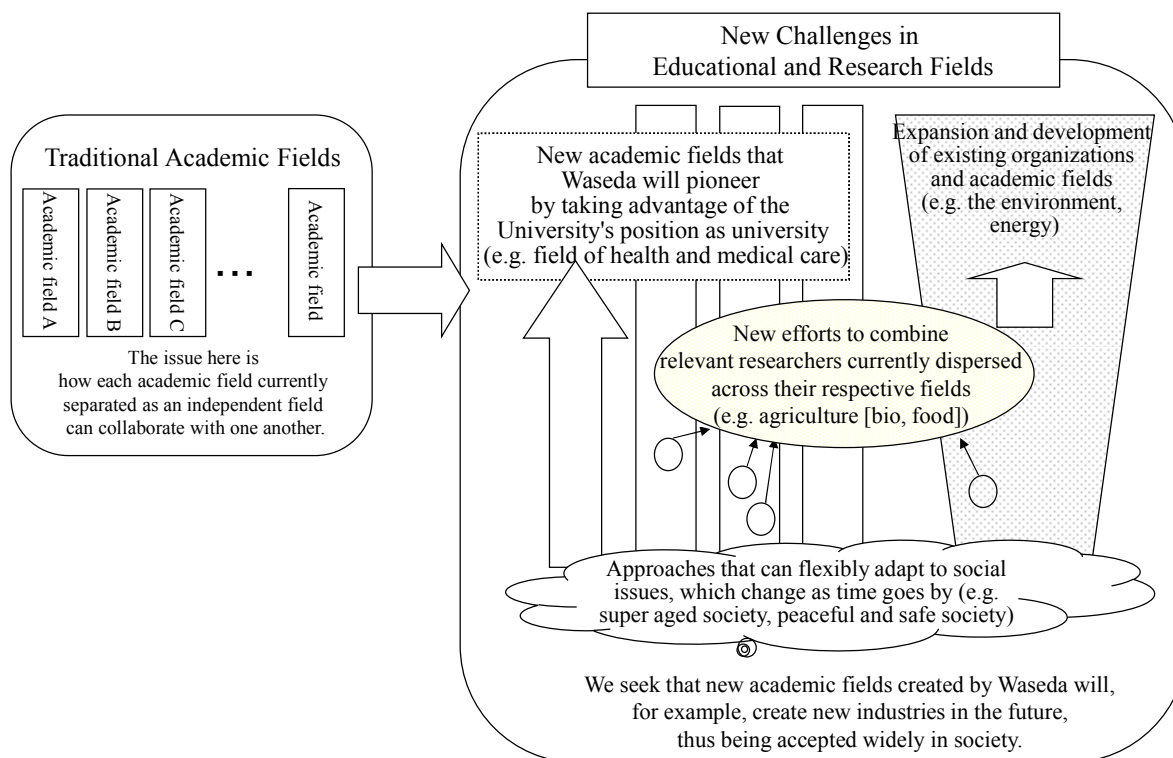
- 1) Key words for the field of life science and health care include international medical care, collaboration of fields of medicine and science and engineering, super aged society, regional medical care, and preventive medical care. By taking advantage of our position as a university, we shall promote consideration so that the very purpose of research and human resources development concerning life science and health care can be achieved successfully.
- 2) There is great demand for knowledge in the field of agriculture in China and other Asian countries and in Africa, too. The environment, energy and aging society, and disaster prevention and safety maintenance are also important global issues. For these issues, we shall make a step forward, seeing things from global perspectives, by calling on the collaboration of relevant researchers, whose activities are dispersed across the University now.
- 3) The University is encircled by outstanding researchers in many fields of the arts, beginning with the fields of drama and fine art. Students, too, are very active in their art activities. Combined, we shall visualize an aspect of our University as being distinguished in the field of art.



### <Projects for Realizing This Core Strategy>

- 1) Project to explore new ways of research and education in the field of life science and health care
- 2) Project to create interdisciplinary research approaches
- 3) Project to showcase artistic work at Waseda

[Diagram: Creation of New Educational and Research Fields]



## [Management Strategy]

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### 10. Clarification of the Role and Evaluation of Teaching Staff

Waseda University shall clarify the roles to be played by members of the faculty and staff in areas such as educational, research, university management, and social contribution activities. We take this as an opportunity to reconsider their roles. Based on that, we shall evaluate and make public various activities conducted by them.

#### <Purpose and Aim>

University education and research is no exception to the trend of revolutionary sophisticated world and internationalization that takes place across the globe. In responding to such global trends, the expectations of a knowledge-based society on university activities are increasing and thus the roles as well as the qualities and abilities expected of members of the faculty and staff of university are changing significantly. Then what measures shall the University take? We faculty and staff members of various backgrounds who are engaged in education and research requiring highly sophisticated specialties and who are addressing the need for increasingly sophisticated and complicated university management, which are different from ones we previously had. In light of such change in their backgrounds, first we shall organize and visualize their roles. Once this is done, we shall then carry out an objective evaluation of a variety of responsibilities they shoulder, such as education, research, university management, and social contribution activities, based on fair and equitable standards, and make public the evaluation results. In this way, we shall discharge our accountability to society.

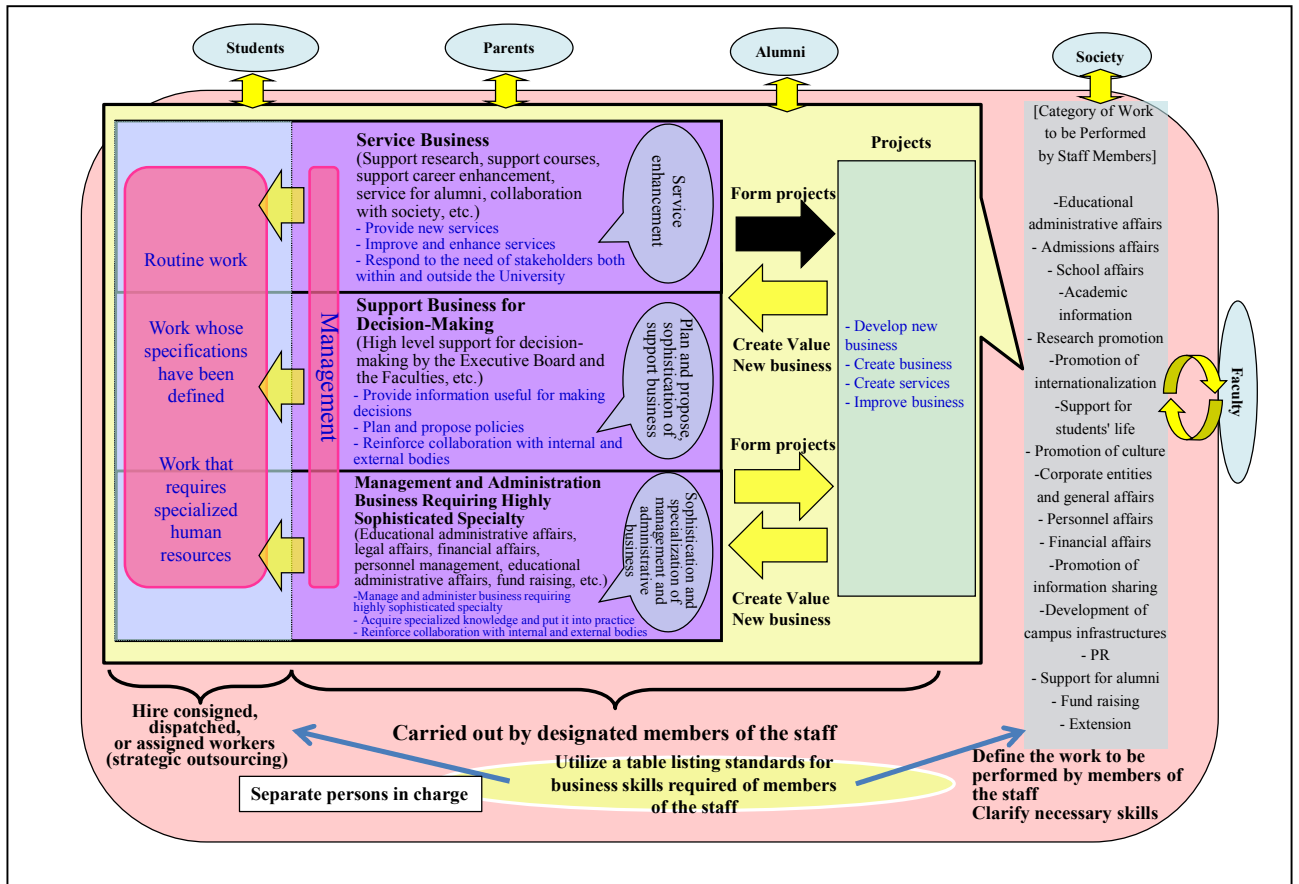
Human resources mobility is an inevitable phenomenon in this internationalized world. We shall advance consideration without being restrained by the current rules so as to, as necessary, adequately increase or decrease the required number of the faculty and staff members and diversify the compensation system in accordance with their job functions and degree of contribution to the University. This is a necessary step in order to recruit, or prevent the outflow of, talented members of the faculty and staff and also in order to effectively distribute limited resources within the University.

These endeavors shall significantly contribute not only to Waseda University but also to the development of Japan's higher education as a whole because they are all an attempt to reconsider from scratch new responsibilities that any university is expected to have.

#### <Reform Points>

- 1) Clarify standards for evaluating members of the faculty and evaluate them.
- 2) Reform the business structure and aim to achieve that business is conducted in a thoroughly sophisticated and efficient manner.
- 3) Redefine the work to be performed by members of the staff and review the organizational structure for carrying out administrative affairs.

[Diagram: Roles of Staff]



**<Projects for Realizing this Core Strategy>**

- 1) Project to define roles of responsibilities of Waseda's faculty and staff, evaluation criteria of faculty, and to reform the related rules/regulations
- 2) Project to promote intensiveness and interactiveness of undergraduate programs
- 3) Project to review teaching methods by utilizing Teaching Assistants and ICT
- 4) Project to promote the "quarter system" in Faculties and Schools
- 5) Project to promote university extension and life-long learning
- 6) Project to reform personnel regulations (regulations for staff and management)
- 7) Project to recruit staff with various backgrounds and develop new staff development programs in responding to global competition in higher education
- 8) Project to reform business structure in university administration and operation
- 9) Project to establish the university management support system

**[Examples of Reform Plans****Proposed by Faculties, etc.]**

- We will carry out personnel affairs of members of the faculty with a particular emphasis on female and non-Japanese members of the faculty, thereby further diversifying the pool of faculty (School of Sport Sciences and Graduate School of Sport Sciences).
- Taking objective evaluation, external evaluation, self-evaluation, and evaluation by students all into account, we will introduce an evaluation method whereby what has been achieved, rather than what has not been achieved, is evaluated and each member's characteristics are clarified (School of Fundamental Science and Engineering).
- We will establish standards and rules so that a variety of activities conducted by members of the faculty, such as presentation of work to external bodies and various social activities, in addition to matters such as the number of times their academic papers are posted and/or quoted and the amount of research funds they actually procured, may be evaluated in an adequate manner, and so that such activities may become incentives for them (School of Fundamental Science and Engineering).
- We will seek to further improve the quality of members of the faculty by adopting screening procedures that are stricter than ever. When hiring new faculty members in particular, we will place the highest priority on hiring those who have (or who will be very likely to have) a record of research history subject to international appraisal (Graduate School of Asia-Pacific Studies).

## 11. Strengthening of the Financial Structure

Waseda University shall seek to strengthen the financial structure in order to ensure that the University's educational and research projects can be developed and reinforced permanently. This shall be done by encouraging constant self-examination and autonomous reforms of projects currently executed; by striving to reform the structure of income and expenditure; and by reflecting a PDCA (Plan-Do-Check-Act) cycle of each project into the University's fiscal policies.

### <Purpose and Aim>

Let us take a look at the University's structure of income and expenditure. The main sources of income are academic fees, etc., charges (e.g. charges for entrance examinations), public subsidiaries, donations, and money from consigned projects, whereas expenditures are made mainly for covering employment costs, educational and research costs for the implementation of educational and research projects, and the management cost of projects carried out by corporate entities. What kind of efforts are we going to make with regard to this structure? Will it be necessary to change the income and expenditure ratio? The answer to these questions constitutes the University's future fiscal policy as a whole. Therefore, in order to strengthen the financial structure, each project needs to establish a PDCA cycle and reflect it into fiscal policies and into policy execution. By so doing, we shall strive to introduce the concept of selection and concentration into each project. And furthermore, we believe that this will enable the clarification of the order of priority of projects to be implemented and the disciplined management of fiscal policies, thereby strengthening the University's financial structure.

For that purpose, we shall **press ahead with the review of the structure of income and expenditure, leaving no stone unturned**. In addition, we shall grasp the full flow of income and expenditure by each project by establishing a **project-based budgetary system** and link it with the project evaluation system, thus establishing a PDCA cycle. Through all these endeavors, we shall aim to establish a stable fiscal foundation enabling the University to **secure a balance of more than five billion yen between income and expenditure for each fiscal year**. We also think a **fiscal index to comply with fiscal discipline** would be a useful tool.

### <Reform Points>

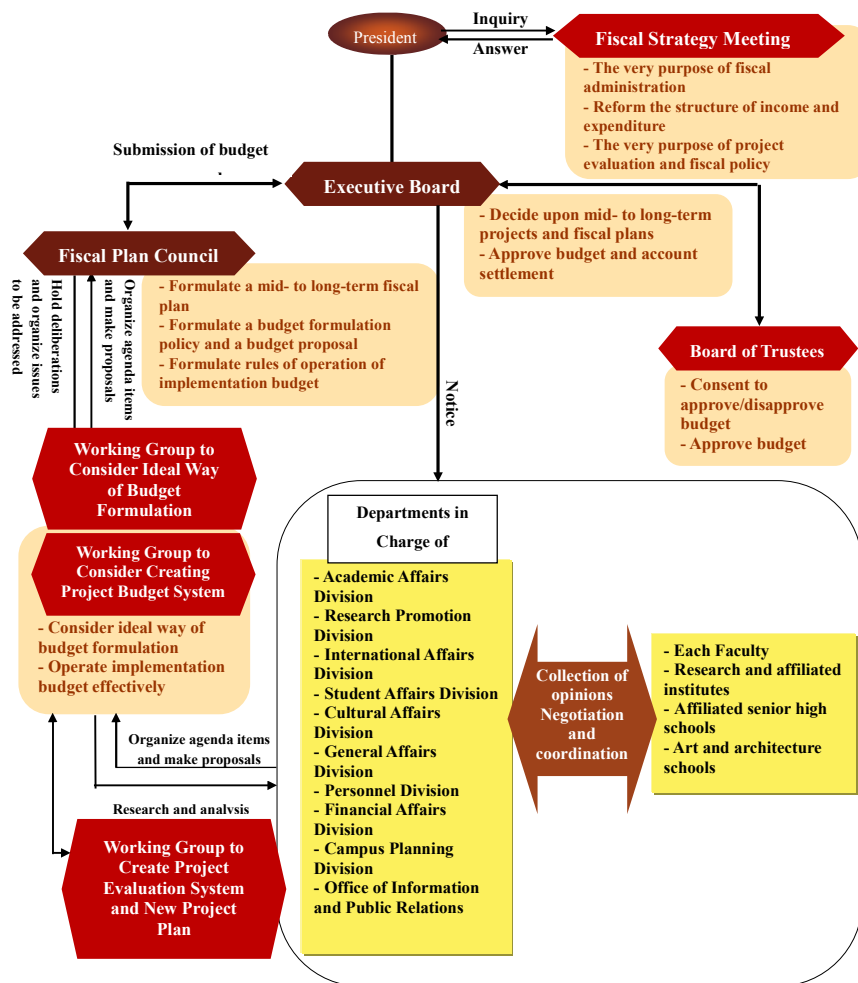
- 1) Review the structure of income and expenditure from mid- and long-term perspectives and strengthen the financial structure.
- 2) Create a project-based budgetary system and implement project evaluation and improvement in connection with the budget.

### <Projects for Realizing This Core Strategy>

- 1) Project to secure validity and transparency of budget allocation
- 2) Project to establish the project-based budgetary system
- 3) Project to set up a council on fiscal strategy
- 4) Project to establish and comply with fiscal discipline
- 5) Project to revise the tuition system
- 6) Project to reform salary structures
- 7) Project to establish the system for more consistent and vigorous fund raising
- 8) Project to expand Alumni Association fee revenues



[Diagram: Relation between Project PDCA Cycle and Fiscal Policy]



## 12. Establishment of a Progressive University Structure

Since its very establishment, over 130 years, Waseda University has constantly adapted itself, as society's seats of learning and knowledge, to a changing world. Determined to maintain this attitude in the years to come as well, that is, to never stop reforming and adapting itself to a changing world autonomously, we shall create an organizational framework that will, even as members composing the University change, enable sustainable reforms. In this, we shall harness the characteristics of the University.

### <Purpose and Aim>

To meet the demands of society is indeed an important mission that university is assigned with, but to pioneer the future and lead the society in the direction in which it should advance is also a part of our important mission. It is also vital that Waseda University make university affairs transparent, including the contents of education and research and the details of its social contribution as well as of managerial and administrative affairs, and the direction in which the University is heading, not only through internal evaluation but also by introducing an external evaluation system. With our eyes upon the future of the Earth and that of human society, we must constantly be aware of our relations with society and organize diversified knowledge and wisdom. To that end, it is also essential that we develop new perspectives and new ways of thinking by promoting participation by female members of the faculty and staff and members of the faculty and staff from other countries in educational and research activities, and also in the management of the University. Through these measures, we shall establish an organizational framework for governance and compliance that ensures dynamism as a higher education institution that keeps pioneering in eras to come.

We shall also build an organizational framework enabling us as university to make contributions to efforts against disasters caused by earthquakes and other natural disasters of a critical scale for the nation as a whole, such as the Great East Japan Earthquake.

### <Reform Points>

- 1) Consider establishing a higher education research institute (University Comprehensive Research Center [tentative]) in charge of conducting a comprehensive analysis for matters such as education reform, promotion of faculty development (FD), creation of new academic fields, university management, and IT analysis.
- 2) Advance organization reforms regardless of existing frameworks of the undergraduate and graduate schools. As for the University's administrative offices, reform organizations in collaboration with the "Project to discuss university governance" so as to allow swift decision-making.
- 3) For each and every project, create an evaluation system, enhance project quality, and make public the evaluation items.
- 4) By disseminating information strategically, enhance the social credibility of the University and create global brand value.
- 5) With enhanced governance, create an organizational framework supporting the adaptation of the University to a changing world.
- 6) Promote planning by female and non-Japanese members of the faculty and staff, thereby promoting diversity.
- 7) Build an organizational framework enabling the University to make contributions to efforts against the possible occurrence of great natural disasters, including earthquake disasters, which are expected to happen sometime in the future.



Photograph of Shigenobu Okuma delivering an address entitled "Women's Education in New Era"(1910s)

### <Projects for Realizing This Core Strategy>

- 1) Project to discuss the establishment of “Advanced Research Center for Higher Education” (tentative)
- 2) Project to reform the organizational structure of the university’s faculty and administration
- 3) Project to assist rebuilding of Japan through Office for Aiding Reconstruction from the Great East Japan Earthquake
- 4) Project to establish the PDCA system in the university administration and organizational activities
- 5) Project to promote university-wide strategic public relations
- 6) Project to provide a secure and comfortable IT environment on campus
- 7) Project to discuss university governance
- 8) Project to promote gender equality and diversity

### [Examples of Reform Plans

#### Proposed by Faculties, etc.]

- We will develop a system for supporting administrative affairs of international academic conferences so as for us to be able to play the role of host school effectively (School of International Liberal Studies).
- We will conduct a review of self-examination evaluation and third party evaluation from the perspective of governance and introduce a new system under which evaluation is conducted on multiple levels (School of Creative Science and Engineering).
- We will actively incorporate opinions of experts from external bodies and promote third party evaluation in an attempt to enhance the level of research activities conducted by our Institutes and researchers (Waseda Research Institute for Science and Engineering).

### 13. A New Form of Academic Community

What do we need to do in order to build a new community over the course of 20 years from now in which the University shall reinforce collaboration with society on diverse, wide-ranging levels and take the lead in utilizing the outcomes of educational and research activities broadly for the benefit of society as a whole? The answer is that we need to maintain educational and research environments, in terms of both hard and soft aspects, that can quickly adapt to a changing world.

On the hard aspects, Waseda University shall maintain environments in which students, faculty, and staff engage in educational and research activities with a sense of comfort. Specifically, we are referring to the development of campus infrastructure equipped with advanced technologies, beginning with information and communication technology (ICT), enhancing the amenities that enrich the university life of students and members of the faculty and staff. On the soft aspects, our University is open to the public and thus naturally we shall develop a new organizational framework supporting the formation of a community whose members are composed of a variety of people and entities, including not only those who are studying and working on campus but alumni, local residents, and partners abroad as well. Under this organizational framework, the diversified members of the University would conduct global exchanges and activities.

#### <Purpose and Aim>

We shall strive to form a new Waseda family by integrating diverse energies of stakeholders of the University. This integration of diverse energies can be done by expanding, significantly further, each one of existing communities (e.g. undergraduate schools, departments, graduate schools, majors, classes, seminars, clubs, academic conference memberships, fields of specialty, language groups, local regions, and the Waseda University Alumni Association [WUAA]) and, concurrently, by supporting, in addition to the abovementioned communities, communities underpinned by new types of pillars (i.e. driving forces that assemble members under one community) that are different from the previous ones.

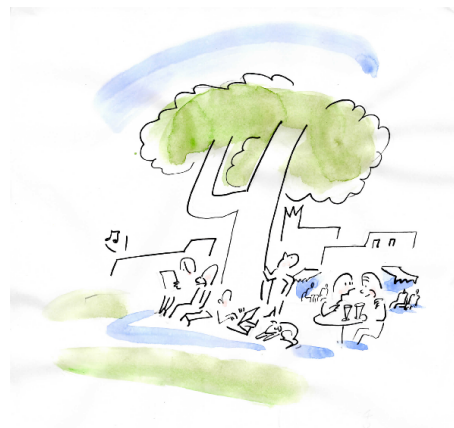
Going beyond the boundary separating the University from outside the world, Waseda University shall, as a main player of efforts to vitalize local regions, provide existing communities of neighboring local residents and members of alumni across Japan with new energies for them to move forward vigorously. At the same time, we seek to become a university supported by a wide range of people. For that purpose, we shall implement steps to procure funds for formulating programs, reinforcing organizations, and implementing projects, all necessary as a starting point of initiatives to form new communities, and moreover, we shall develop infrastructural facilities for such communities to conduct their activities.

#### <Reform Points>

- 1) Prepare steps to be taken or space to be utilized for everyone sharing the same goal to form a community, including students, faculty, staff, alumni, and local residents, regardless of age, sex, specialty, and place of residence or place of activity. This is true for any community, no matter how small it may be.
- 2) Reinforce, in particular, efforts to vitalize communities which involve students, because such efforts will provide the University with an important perspective about human resources development.
- 3) Vitalization of research exchanges will result in the sophistication of academic research and will reinforce collaboration among industry, government, and academia. It will bring about a cycle of creation of knowledge and wisdom.

## &lt;Projects for Realizing This Core Strategy&gt;

- 1) Project to build campus facilities that can create a thriving university community
- 2) Project to build facilities for lively extracurricular activities.
- 3) Project to set up Nakano International Community Plaza
- 4) Project to introduce Waseda's cultural assets through facilities of local community
- 5) Project to acquire new friends of Waseda beyond alumni
- 6) Project to establish the student/alumni support system
- 7) Project to promote gender equality and diversity
- 8) Project to create diversified university communities

**[Examples of Reform Plans****Proposed by Faculties, etc.]**

- We will create an area of knowledge and wisdom, centered on the University, which enjoys academic environments and culture, in close collaboration with the Shinjuku City, where the Faculty of Science and Engineering is located (Faculty of Science and Engineering).
- We will establish a place for exchanges (lounge for creative science and engineering) among people of different attributes, abilities, and ways of thinking, namely, members of a community for creative science and engineering, and have students operate it (School of Creative Science and Engineering).

.....[Column: New Community for Waseda].....

In this Vision150, we seek to form diverse new communities composed of people engaged with Waseda University in one way or another. It is our intention to share the entirety of intellect, passion, and will, as well as spirit, skills, and physical strengths, which the University nurtures, with as many people as possible, through these communities centered on the University, thereby helping creation of new knowledge and wisdom and helping to realize an even more enriched society. This endeavor also means to reform by ourselves the University and the very purpose of learning and knowledge conducted and gained through university education, preparing it for a new development of civilization (era).

## IV. Policy of Waseda <Basic Policy>

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The most significant goal of Waseda University's entire educational and research activities and their outcomes is to make a contribution to efforts to make world a better place to live. Contribution in this context does not only mean to meet the world's demands but it also means to develop affection for the people and nature composing society, to identify issues to be resolved by human society and indicate the direction in which we should move forward, and to pioneer a new world.

### [Student-related Policy]

We shall first clarify the human resources development policy applied commonly to all students of Waseda University (diploma policy). Then we shall answer the following questions: what kind of education policy (curriculum policy) does the University need to have, under what kind of policy do we support students, and what kind of students do we want to welcome (admissions policy), in order to conduct education and research under the diploma policy? With regard to the diploma policy, curriculum policy, and admissions policy, the University already has individual policies harnessing the characteristics of each undergraduate and graduate school. In this section, we will provide an overview of university-wide policies.

#### ■ Diploma policy

We shall develop a pool of students capable of mastering the three major principles of the Mission of Waseda University (Independence of Learning, Practical Utilization of Knowledge, and Creation of Good Citizenship) and contributing to human society in various fields and roles. In other words, we shall cultivate leaders who have the ability to design plans creatively, the ability to find problems, the ability to solve problems, the spirit of criticism, and the ability to understand different cultures. Such leaders shall have the abilities and will to understand the importance of new knowledge that academic learning creates; to utilize such knowledge collectively for the benefit of human society; and to take initiative for the realization of happiness of each and every global citizen.

#### ■ Curriculum policy

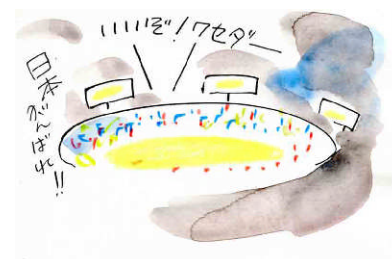
We shall provide students with the academic foundation essential for learning and necessary for making a contribution as a working member of society. Based on that foundation, we shall ensure that students can contribute to human society. To that end, each undergraduate and graduate school shall design a curriculum in such a way that promotes academic and practical enhancement of the specialty that students seek to acquire, so that each of them can find and solve problems by himself/herself. Our goal is to have the University's educational content surpass international standards. We shall share the educational content with people around the world, thereby making a global educational contribution.

#### ■ Admissions policy

No matter which country or region they are from, we shall welcome all those students who have developed sufficient academic ability for them not to get left behind after entering our University; who have an enterprising spirit, which is also a philosophy of the University, and strong intellectual curiosity; who are firmly determined to make a contribution to human society; and who have a strong desire to learn.

#### ■ Student support policy

We shall support students' learning, extracurricular cultural and sports activities, and volunteer activities. We shall encourage each student to develop a spirit of independence. And we shall develop environments in which students can learn with



peace of mind. Furthermore, we shall ensure that students grow actively rather than passively and develop environments from which they can take their place in society. This shall be done by developing campus environments in such a manner that will help students harness their spontaneous energies to the fullest extent possible; and by giving them financial support and trainings that prepare students to become active members of society (i.e. by providing students with an opportunity to get jobs [student jobs] supporting the University's educational and research activities).

### **[Teaching Staff-related Policy]**

It is essential in order for Waseda University to make a contribution to the world through education and research that it carry out educational and research activities with established goals towards which the University as a whole will move forward and an established direction in which it presses ahead with these activities. It is also vital that the University achieve research innovation in response to changing societal needs. A switch to a type of education centered on seminars or one that focuses on students' individuality requires the University to set clear educational goals and enhance its ability to educate. We also must make it clear what kind of teaching staff we will be hiring going forward in order to carry out such education and research.

#### **Research policy**

We shall promote cutting-edge research activities with the aim of establishing our position as a pioneering international research university. Study subjects will expand to cover applied research while placing emphasis on basic research. We shall promote comprehensiveness, integration of fields of the humanities and sciences, and interaction between academic research and learning on the one hand and practicality and reality on the other. Thus we shall pioneer new and original academic fields. Underpinning this is a determination to maintain an attitude of carrying out research with the spirit of making a contribution to human society as a whole.

#### **Faculty development (FD) policy**

We shall make sure that all faculty members of our University are encouraged to develop a firm sense of the responsibility as educators and as researchers that they bear toward students and society respectively and that they share their awareness or values. As a result, members of the faculty will be determined to represent and carry out the curriculum policy and the research policy. In order to achieve this, we shall help faculty members enhance their ability to teach and to research in accordance with their characteristics and shall establish evaluation methods for them accordingly.

#### **Teaching staff employment policy**

From all corners of the globe, we shall hire original, highly cultured, and knowledgeable professionals who sympathize with the three major principles of the Mission of Waseda University, exhibiting both aspects of educator and researcher. Particular emphasis shall be placed on acquiring and inviting outstanding teaching staff from abroad and also on acquiring outstanding female teaching staff from both Japan and abroad. In order to achieve this, we shall make it a rule for all members of the faculty and staff to commit their time and energy relentlessly.

### **[University Management-related Policy]**

University management needs to be carried out through organic collaboration between the undergraduate and graduate schools and research institutes on the one hand and the University's administrative offices on the other.

We shall ensure that faculty, staff, students, alumni, and local residents collaborate with one another in a diversified environment regardless of nationality, place of residence or place of activity, sex, or age, for the realization of the University's Vision, thereby establishing a cycle of autonomous reforms. Below we present a policy for employing members of the staff, which plays an important role in university management, and a policy for developing a pool of staff members, in addition to policies concerning university management and information disclosure.

### ■ Staff employment policy

Both from Japan and abroad, we shall hire passionate, management-minded staff members who sympathize with the three major principles of the Mission of Waseda University, who acknowledge diversity, who understand different cultures, and who support educational and research activities with an enterprising spirit. Naturally, qualities such as the nationality, country and/or region in which one has received their education, sex, and age will not be questioned but we shall hire anyone with outstanding abilities.

### ■ Staff development (SD) policy

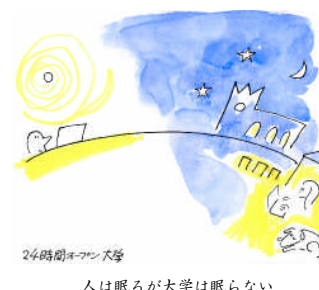
Students' needs are increasingly becoming diversified and sophisticated. In order for the University to respond to the needs quickly and precisely, we shall develop a system for enhancing the abilities of each and every staff member to support educational and research activities, to manage, and to create new value. We shall also establish a method for evaluating these abilities.

### ■ Information disclosure and transmission policy

By actively disclosing information concerning matters such as the University's educational and research activities, cultural assets, and management, we shall discharge accountability we hold against society. Also by so doing, we shall show broadly to society what kind of attitude we have towards educational, research, and social contribution activities as well as what kind of efforts we are advancing specifically to that end. Through this disclosure and transmission of information, we shall seek to become a university open to society and praised globally.

### ■ University management policy

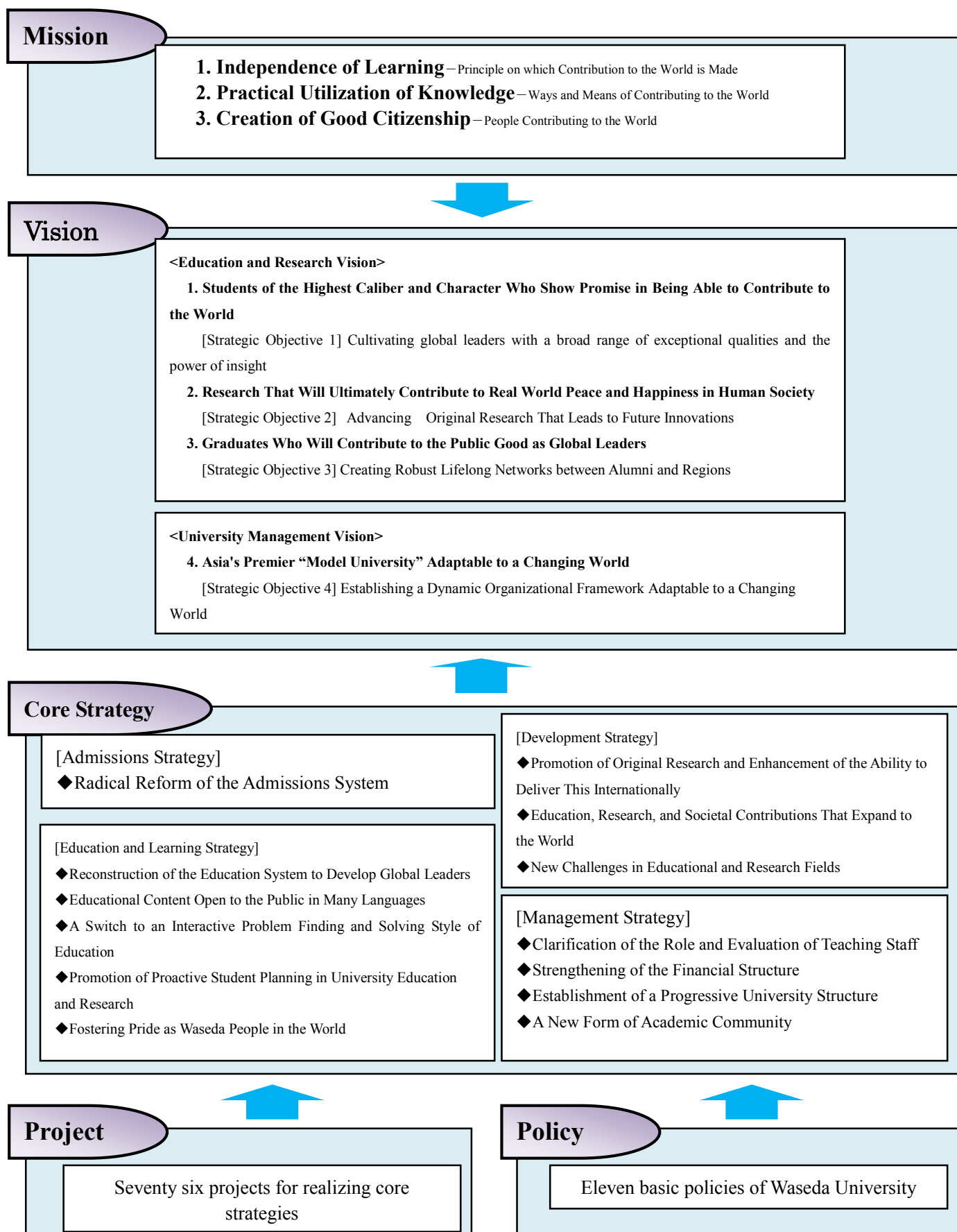
There are educational, research, and students' activities that only Waseda University is capable of carrying out or that are suitable for the University. We shall create environments in which such activities are further promoted, in order to create a pool of human resources through whom the University's education and research shall make a contribution widely to human society. Waseda University shall be managed in close coordination among various educational and research organizations, including the undergraduate and graduate schools. Concurrently, we shall seamlessly support the University's educational and research activities by establishing a cycle promoting gender equality and enabling autonomous reforms, in which faculty, staff, students, alumni, and local residents collaborate in efforts to discharge their social responsibilities and compliance duties.



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## V. Reform Concept


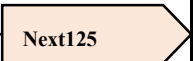






## VI. Roadmap and Numerical Targets

Waseda University has implemented various reforms over the course of more than a decade together under the 21st Century Educational and Research Grand Design and Waseda Next 125.

**Waseda Vision 150** looks ahead 20 years from now. Projects for realizing each Core Strategy shall start in FY2013 in accordance with four five-year implementation plans. Each year, we shall review activities conducted during the year in order to confirm the extent to which targets are achieved, and reflect evaluation results in the following fiscal year's plan. Thus the implementation plan shall be improved constantly. By abolishing those projects that do not produce outcomes, we shall always ensure that only those projects that are optimized for the environmental changes and fiscal situation of that time will be implemented.

### [Roadmap]

| [Roadmap]                       | 125thAnniversary                                                                    |      |                                                                                     |      |                                                                                                                                                                     |                                                                                      |                                                                                       |                                                                                       |      |      | 150th Anniversary |      |
|---------------------------------|-------------------------------------------------------------------------------------|------|-------------------------------------------------------------------------------------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------|------|-------------------|------|
| FY                              | 2001                                                                                | 2007 | 2008                                                                                | 2012 | 2013                                                                                                                                                                | 2017                                                                                 | 2018                                                                                  | 2022                                                                                  | 2023 | 2027 | 2028              | 2032 |
| Slogan                          | Realization of a Global University                                                  |      | Transform Waseda from a Domestic Japanese University to a Global University         |      | Our Commitment to Continue Becoming a University Contributing to the World as Asia's Leading University                                                             |                                                                                      |                                                                                       |                                                                                       |      |      |                   |      |
| Grand Design Next 125           |  |      |  |      |                                                                                                                                                                     |                                                                                      |                                                                                       |                                                                                       |      |      |                   |      |
| Vision 150                      |                                                                                     |      |                                                                                     |      |                                                                                  |  |  |  |      |      |                   |      |
| Review and Improvement<br>⇒PDCA | <div>General review of items achieved</div>                                         |      | <div>Mid-term review</div> <div>General Review</div>                                |      | <div>Each project will be reviewed each year and its performance will be announced. General review will be conducted every five years for target adjustments.</div> |                                                                                      |                                                                                       |                                                                                       |      |      |                   |      |

### [Numerical Targets]

#### 1. Number of Students

|                       |                                                    | FY2012 | FY2032 | Notes                                                                                                                                                                                                                                           |
|-----------------------|----------------------------------------------------|--------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Undergraduate Schools | Commuters, excluding distance learners             | 43,974 | 35,000 | • Make the number of commuters (including those who are enrolled in the University more than the standard number of years) 35,000 in 20 years so as for the University to enhance education quality.                                            |
| Graduate Schools      | Master's programs, Doctoral programs, professional | 9,357  | 15,000 | • Increase the number of students enrolled in Master's and Doctoral programs, which include students having working experience, so that the University may supply a highly sophisticated pool of human resources adaptable to societal changes. |

|                      |                                                                        |               |               |                                                                                                                                                                                                                                                                                      |
|----------------------|------------------------------------------------------------------------|---------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      | degrees                                                                |               |               | <ul style="list-style-type: none"> <li>• Actively promote cultivation of highly sophisticated professionals, including education at the Professional Graduate School and the Leading Graduate School.</li> </ul>                                                                     |
| Total                |                                                                        | <b>53,331</b> | <b>50,000</b> |                                                                                                                                                                                                                                                                                      |
| University extension | Business courses (WBA・WBS), Japanese language courses, extension, etc. | 34,944        | 50,000        | <ul style="list-style-type: none"> <li>• Make educational social contribution by striving to expand and diversify university extension and life-long learning.</li> <li>• The numbers to the left are the total numbers of students who have and will have taken courses.</li> </ul> |

**<Related Core Strategies and Projects [PJ]>**

◆Reconstruction of the Education System to Develop Global Leaders

- Project to explore better ways of integration among the university's liberal arts, core education, and disciplinary studies
- Project to promote university extension and life-long learning
- Project to systematize Master's curriculum for nurturing capable human resources and strengthening research capacity

◆A Switch to an Interactive Problem Finding and Problem Solving Style of Education

- Project to promote intensiveness and interactiveness of undergraduate programs

## 2. Number of Faculty Members (Undergraduate and Graduate Schools)

|                                                                     | FY2012 | FY2032 | Notes                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------|--------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Full-time Faculty Members                                           | 1,679  | 2,000  | <ul style="list-style-type: none"> <li>• Reduce the overall number of subjects so that faculty members may apply more energy to one course subject, enhancing course quality.</li> <li>• Full-time faculty members include full-time researchers and exclude assistants and research associates.</li> </ul> |
| Ratio of Faculty Members to Students<br>(Faculty Members: Students) | 1:32   | 1:25   |                                                                                                                                                                                                                                                                                                             |

### <Related Core Strategies and Projects [PJ]>

#### ◆ Clarification of the Role and Evaluation of Teaching Staff

- Project to define roles of responsibilities of Waseda's faculty and staff, evaluation criteria of faculty, and to reform the related rules/regulations
- Project to promote intensiveness and interactiveness of undergraduate programs

## 3. Internationalization

|                                                   | FY2012 | FY2032          | Notes                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------|--------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Non-Japanese Students<br>(International Students) | 4,362  | 10,000<br>(20%) | <ul style="list-style-type: none"> <li>• Make 20% of all students non-Japanese students in 20 years so that the University may respond to changing international environments surrounding higher education and research.</li> </ul>                                                                                                                                                                 |
| Students Going Abroad to Study                    | 2,399  | All students    | <ul style="list-style-type: none"> <li>• Make sure that all Japanese students will have gone abroad for such purposes as to study before graduation.</li> <li>• The numbers to the left are the number of students having and who will have studied abroad in one way or another, which includes participants to Short-Term Program, Fee Based One-Semester Program, and 1-Year Program.</li> </ul> |
| Non-Japanese Faculty Members                      | 147    | 400<br>(20%)    | <ul style="list-style-type: none"> <li>• The numbers to the left represent full-time non-Japanese faculty members and full-time non-Japanese researchers. Make 20% of the faculty members non-Japanese members in 20 years.</li> </ul>                                                                                                                                                              |

### <Related Core Strategies and Projects [PJ]>

#### ◆ Radical Reform of the Admissions System

- Project to reform admissions systems/procedures to recruit talented students with various backgrounds

#### ◆ Reconstruction of the Education System to Develop Global Leaders

- Project to promote the “quarter system” in Faculties and Schools
- Project to develop “Structured Studies Abroad” programs
- Project to develop Fee Based One-Semester/Short-Term Programs
- Project to establish honors programs at Waseda
- Project to encourage students’ shift from TSA/ISA Programs to Exchange Programs
- Project to expand university preparation programs for incoming international students
- Project to develop fee-based programs combining intensive Japanese language programs and subject courses to invite more non-degree international students
- Project to establish a “Sub-Degree” System and promote Double Degree Programs
- Project to enhance career development services for the participating students of study abroad programs
- Project to redress the imbalance in student exchange
- Project to reform the scholarship programs for international students
- Project to reform the scholarship programs
- Project to enhance career development services for international students

#### ◆ Education, Research, and Societal Contributions That Expand to the World

- Project to draft Waseda’s global strategy in research and education
- Project to redress the imbalance in student exchange
- Project to define the roles and functions of overseas offices to utilize them as global gateways

#### ◆ Establishment of a Progressive University Structure and a New Form of Academic Community

- Project to promote gender equality and diversity

**4. Number of Women (Undergraduate and Graduate Schools)**

|                                                         | FY2012    | FY2032                 | Notes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------|-----------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Female Students<br>(Undergraduate and Graduate Schools) | 18,800    | 25,000/50,000<br>(50%) | <ul style="list-style-type: none"> <li>• Make expected ratios of female students, female faculty members, and female staff members to entire students, faculty members, and staff members 50%, 30%, and 50%, respectively, in 20 years.</li> <li>• The number of faculty members is the combined number of full-time faculty members and full-time researchers. The number of staff members is the combined number of full-time staff members and full-time contract staff members.</li> </ul> |
| Female Faculty Members                                  | 226       | 600 (30%)              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Female Staff Members /<br>Staff Members                 | 344/1,073 | 537/1,073<br>(50%)     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

**<Related Core Strategies and Projects [PJ]>**

- ◆ Establishment of a Progressive University Structure and a New Form of Academic Community
  - Project to promote gender equality and diversity

## 5. Education Methods, etc.

(Asterisk:FY2011)

|                                                                                                         |                       | FY2012                                    | FY2032                                  | Notes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------|-----------------------|-------------------------------------------|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ratio of Publicly Available Courses, Including Those Courses That are Made Partially Open to the Public |                       | *0.3%                                     | 100%                                    | <ul style="list-style-type: none"> <li>The number for the FY2012 column is calculated based on the number of subjects made publicly available through OpenCourseWare (OCW) and iTunesU.</li> <li>The number for the FY2032 column represents the target ratio for the number of (i) courses in which anyone can attend to observe; (ii) recorded courses publicly available both within and outside the University (courses recorded in studio, courses recorded in classroom, presentation slides, voice recording), and (iii) courses whose contents, such as textbooks, materials distributed in the class, and examination sheets, are made publicly available both within and outside the University.</li> </ul>                                                                                                                                                                                                                                                                        |
| Course Scale                                                                                            | Less than 20 students | Undergraduate<br>*45%<br>Graduate<br>*78% | Undergraduate<br>50%<br>Graduate<br>80% | <ul style="list-style-type: none"> <li>While most classes have already been organized in such a way that enables small-scale class teaching, make further efforts in order to provide even more intensified education.</li> <li>By utilizing group study conducted by TAs and on-demand contents, even large-scale course subjects can expect to have the same effect as courses provided in an interactive problem finding and solving style of education have.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                         | 21 to 50 students     | Undergraduate<br>*34%<br>Graduate<br>*18% | Undergraduate<br>35%<br>Graduate<br>15% |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                         | More than 51 students | Undergraduate<br>*21%<br>Graduate<br>*4%  | Undergraduate<br>15%<br>Graduate<br>5%  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Ratio of Courses Utilizing LMS                                                                          |                       | *61%                                      | 100%                                    | <ul style="list-style-type: none"> <li>The number for the FY2012 column is calculated based on the number of subjects utilizing CourseN@vi.</li> <li>CourseN@vi is an Learning Management System (LMS) uniquely developed by Waseda University, whose main functions include "Notification" and "Materials Posting," in which information given in courses is shared; "Report" and "Quiz," which enable posting and acceptance of assignments and giving of feedback; "BBS" and "Review Sheet" for vitalizing communication with and among teachers and classmates. The system has become a useful course management tool by equipping it with an attendance registration function enabling students to register their attendance through personal computers and mobile terminals; a function to manage history of students' records of academic achievements; and a function for assessing similarities between submitted reports and the Website information and other reports.</li> </ul> |
| Ratio of Courses Adopting an Interactive Problem Finding and Solving Style of Education                 |                       | Undergraduate<br>29%<br>Graduate<br>55%   | Undergraduate<br>75%<br>Graduate<br>80% | <ul style="list-style-type: none"> <li>The number for the FY2012 column is the ratio of seminar subjects, experiment-based subjects, and fieldwork subjects.</li> <li>Courses adopting an interactive problem finding and solving style of education can take place in a variety of forms. Here, for the FY2032 target, we are referring to ones in which students actively participate and which enhance students' understanding of subject matters through discussions and</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

|                                                              |                                       |                                         |                                                                                                                                                                                     |
|--------------------------------------------------------------|---------------------------------------|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                              |                                       |                                         | group work.                                                                                                                                                                         |
| Ratio of Courses Conducted in Foreign Languages <sup>*</sup> | Undergraduate<br>6%<br>Graduate<br>9% | Undergraduate<br>50%<br>Graduate<br>50% | • Ratio of course conducted in English or other foreign languages. The FY2016 target in the University's Global Human Resources Development Promotion Project Report surpasses 10%. |

#### <Related Core Strategies and Projects [PJ]>

- ◆ Reconstruction of the Education System to Develop Global Leaders
  - Project to explore better ways of integration among the university's liberal arts, core education, and disciplinary studies
- ◆ Educational Content Open to the Public in Many Languages
  - Project to promote interactive/student-oriented teaching methods by exploring "Good Practice" within/outside of the university
  - Project to establish the learning support system to enhance students' learning outcome
  - Project to review teaching methods by utilizing Teaching Assistants and ICT
- ◆ A Switch to an Interactive Problem Finding and Problem Solving Style of Education
  - Project to promote intensiveness and interactivity of undergraduate programs
  - Project to review teaching methods by utilizing Teaching Assistants and ICT
  - Project to promote interactive/student-oriented teaching methods by exploring "Good Practice" within/outside of the university
  - Project to establish the learning support system to enhance students' learning outcome
  - Project to explore better ways of integration among the university's liberal arts, core education, and disciplinary studies
  - Project to revise undergraduate curricula taking into account the link with Master's programs

## 6. Number of Subjects and Classes

|                       | FY2012 | FY2032 | Notes                                                                                                                                                                                                                                                                |
|-----------------------|--------|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Undergraduate Schools | 17,779 | 13,300 | • Reduce the total number of subjects having been established or to be established, for the purpose of providing educational content of high intensity, by reorganizing, integrating, or abolishing course subjects and by utilizing external educational resources. |
| Graduate Schools      | 7,707  | 5,800  |                                                                                                                                                                                                                                                                      |

#### <Related Core Strategies and Projects [PJ]>

- ◆ A Switch to an Interactive Problem Finding and Problem Solving Style of Education
  - Project to promote intensiveness and interactivity of undergraduate programs
  - Project to review teaching methods by utilizing Teaching Assistants and ICT
  - Project to promote interactive/student-oriented teaching methods by exploring "Good Practice" within/outside of the university
  - Project to establish the learning support system to enhance students' learning outcome
  - Project to explore better ways of integration among the university's liberal arts, core education, and disciplinary studies
  - Project to revise undergraduate curricula taking into account the link with Master's programs

#### <Education Methods, etc. and Number of Subjects and Classes>

While most classes of Waseda University have already been organized in such a way that enables small-scale class teaching, we shall make further efforts in order to provide even more intensified education. Determined to establish a system for enhancing the quality of courses, we shall reduce the number of subjects and classes and actively employ external resources, helping maximize energies that full-time faculty members spend on each one of the courses they are in charge of. Although the number of subjects and classes full-time faculty members are in charge of will be reduced, we hereby clarify that full-time faculty members still are the main educators of Waseda University and seek to establish an organizational structure that does not excessively rely on part-time faculty members. Taking advantage of our position as a university, we shall eliminate overlapping business among departments, thus structuring curriculums efficiently. Through the introduction of a quarter system, we shall increase learning hours to be spent on each course. In this way, the University seeks to ensure the quality of the university-wide curriculum structure and ensure that the academic level of our entire student body will be enhanced further.

## 7. Research Funds

|                         | FY2011             | FY2032            | Notes                                                                                                                                                                                                                |
|-------------------------|--------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Incoming Research Funds | 8.9 billion<br>yen | 20 billion<br>yen | • Strive to cover in 20 years approximately 20% of income by incoming research funds so that the University may appropriate external research funds to create a system for promoting research projects autonomously. |

### <Related Core Strategies and Projects [PJ]>

#### ◆ Promotion of Original Research and Enhancement of the Ability to Deliver This Internationally

- Project to reform research support systems
- Project to nurture and support young researchers
- Project to restructure existing research organizations and support systems
- Project to expand capacity of conveying research activities/results
- Project to establish solid fiscal foundation to promote excellence in research
- Project to establish the research support system
- Project to promote international publication among Waseda faculties
- Project to promote international collaborative research

#### ◆ Education, Research, and Societal Contributions That Expand to the World

- Project to draft Waseda's global strategy in research and education
- Project to define the roles and functions of overseas offices to utilize them as global gateways

#### ◆ New Challenges in Educational and Research Fields

- Project to explore new ways of research and education in the field of life science and health care
- Project to create interdisciplinary research approaches
- Project to showcase artistic work at Waseda

## 8. Donations

|           | FY2011             | FY2032            | Notes                                                                   |
|-----------|--------------------|-------------------|-------------------------------------------------------------------------|
| Donations | 2.2 billion<br>yen | 10 billion<br>yen | • Strive to cover in 20 years approximately 10% of income by donations. |

### <Related Core Strategies and Projects [PJ]>

#### ◆ Strengthening of the Financial Structure

- Project to establish the system for more consistent and vigorous fund raising
- Project to expand Alumni Association fee revenues

## 9. Number of Alumni Members

|                                                           | FY2012                                                 | FY2032                                                 | Notes                                                                                                                                                         |
|-----------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Alumni (Those Who Have Paid Membership Fees for the WUAA) | Approximately<br>580,000<br>(Approximately<br>130,000) | Approximately<br>700,000<br>(Approximately<br>350,000) | • Reinforce collaboration with alumni and increase the number of alumni members who pays membership fees for the Waseda University Alumni Association (WUAA). |

### <Related Core Strategies and Projects [PJ]>

#### ◆ Strengthening of the Financial Structure

- Project to expand Alumni Association fee revenues

#### ◆ A New Form of Academic Community

- Project to set up Nakano International Community Plaza
- Project to acquire new friends of Waseda beyond alumni
- Project to establish the student/alumni support system