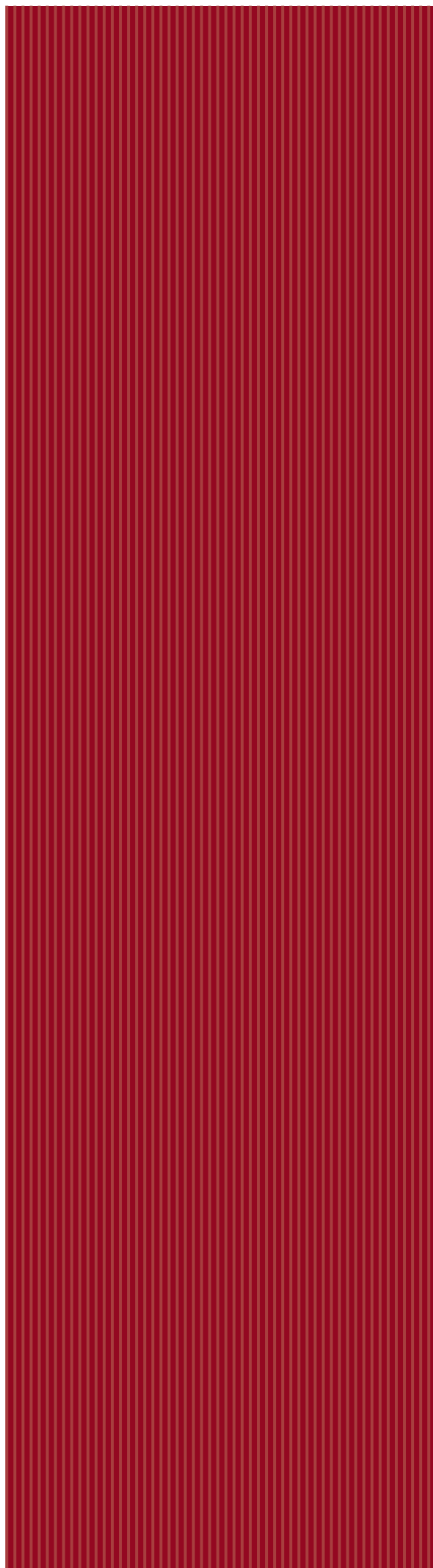


Outline of Projects in FY2013

Waseda University



Waseda Vision 150 - Towards further globalization



Kaoru Kamata

President
Waseda University

Along with the bounce-back in the industries, Japan's economy is finally showing signs of recovery; however, we are still challenged by complicated issues, including widening income disparity and political tensions between Japan and neighboring Asian nations due to territorial disputes and historical disagreements. Lifting our eyes beyond our border, we also find a number of challenges that require world-wide cooperation, including ceaseless regional conflicts, terrorism, environmental deterioration, accelerating global warming and pervasive hunger and poverty. Amid the confusion over global-scale problems, Japan is experiencing rapid globalization while having aging population and declining birth rates. Driven by the political and financial circles as well as the media, these circumstances have led to the mounting expectations on university reform across Japan. What lies behind the voices is an acute sense of necessity for boosting Japan's presence in the international community again by nurturing global talents with insight, creativity, humanity and dynamism as well as encouraging innovation.

Waseda University formulated a medium-to-long term roadmap, "Waseda Vision 150", in November 2012 to reaffirm its determination to contribute to Japan and the world through education and research. The Vision initiative is composed of four fundamental visions: (1) Cultivate global leaders of the highest caliber and strong spirit (2) Seek inventive/original research that leads to future innovations (3) Build robust lifelong networks between Waseda alumni and local communities (4) Develop efficient management system to promote institutional advancement. Based on the 13 core strategies and 76 practical projects outlined within the framework, we aim to implement the four pillar visions by Fiscal 2032. This year we embarked on our journey towards the goal by setting numerical targets for the first stage (FY2013 to FY2017) and beginning to cope with the challenges tactically under a newly launched Waseda Vision 150 Promotion Office headed by president.

Our solid achievements in the first stage of the blueprint include the enhancement of a quarter system for undergraduates and graduate students to encourage them to study abroad, the establishment of the Global Education Center to comprehensively provide academic skills as well as liberal arts education, and the foundation of the Graduate School of International Culture and Communication Studies to reinforce students' communication skills. Furthermore, in recognition of our research capability and contribution to society, Waseda was chosen by the Ministry of Education, Culture, Sports, Science and Technology (MEXT) for its projects, "MEXT International Scientific Innovation Project (provisional translation)" and "MEXT program for promoting the enhancement of research universities", to fund capable institutions to strengthen Japanese academia.

In 2032, Waseda will celebrate the 150th founding anniversary. For 18 years from today until the last year of the Vision 150 initiative, we will strive ahead to establish Waseda as a leading university in Japan, Asia and the world as outlined in the Vision, seeking greater contribution to the whole world. I would like to take this opportunity to extend my sincere gratitude for your continuous support and patronage to Waseda University.

OUTLINE OF WASEDA UNIVERSITY CORPORATION

WASEDA UNIVERSITY'S MISSION

Waseda University aims to uphold the independence of learning, and to promote the practical utilization of knowledge and good citizenship. To uphold the independence of learning, the University shall strive to emphasize freedom of research and investigation, and to encourage original and creative studies, thereby contributing to the advancement of knowledge. To promote the practical utilization of knowledge, the University shall endeavor to foster ways and means of utilizing knowledge side by side with carrying on of academic research and learning, thereby contributing to the progress of civilization. To promote good citizenship, the University shall stress the building up of character which enables one to respect individuality, to enlighten oneself and one's family, to promote the welfare of state and society, and to extend one's influence and activity to the world at large.

INDEPENDENCE OF LEARNING

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

PRACTICAL UTILIZATION OF KNOWLEDGE

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

THE CREATION OF GOOD CITIZENSHIP

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

ADMINISTRATIVE OFFICERS

President

Kaoru Kamata

Executive Directors

Aiji Tanaka
Nobuyuki Kamiya
Yoichi Shimada
Takanori Miyauchi
Kunio Taniguchi
Akihide Fukuda (off-campus)

Auditors

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

Vice-Presidents

Shuji Hashimoto
Satoshi Shimizu
Katsuichi Uchida
Muneharu Otsuka (off-campus)

Yoshiaki Fukazawa
Tomoki Waragai
Miho Saito
Naoto Onzo
Yoshiaki Morita
Yukio Yanagida (off-campus)

(as of Mar. 31, 2014)

HISTORICAL DEVELOPMENT

1882	Tokyo Senmon Gakko (College) founded	2005	Graduate School of Accountancy (Professional Graduate School) established
1902	Renamed Waseda University	2006	Graduate School of Sport Sciences established
1907	Shigenobu Okuma inaugurated as President	2007	School of Letters, Arts and Sciences I and II reorganized into the School of Culture, Media and Society, and the School of Humanities and Social Sciences. School of Science and Engineering and Graduate School of Science and Engineering reorganized into School of Fundamental Science and Engineering, Graduate School of Fundamental Science and Engineering, School of Creative Science and Engineering, Graduate School of Creative Science and Engineering, School of Advanced Science and Engineering, and Graduate School of Advanced Science and Engineering. Graduate School of Environment and Energy Engineering established
1913	Mission of university formulated	2008	Graduate School of Teacher Education (Professional Graduate School) established
1920	Became a university under the University Act (five undergraduate schools, a graduate school and Waseda University Senior High School were established)	2010	Joint Graduate Schools (Cooperative Major in Advanced Biomedical Sciences, Cooperative Major in Nuclear Energy, and Cooperative Major in Advanced Health Science) established
1949	Transition made to new university system	2013	Waseda University Junior High School established
1966	School of Social Sciences established		Graduate School of International Culture and Communication Studies, Global Education Center, and Center for Higher Education Studies (CHES) established
1978	Waseda University College of Technology opened		
1982	Waseda University Honjo Senior High School opened		
1987	School of Human Sciences established		
1990	Graduate School of Education established		
1991	Graduate School of Human Sciences established		
1994	Graduate School of Social Sciences established		
1998	Graduate School of Asia-Pacific Studies established		
2000	Graduate School of Global Information and Telecommunication Studies established		
2001	Graduate School of Japanese Applied Linguistics established. Waseda University College of Technology renamed the Art and Architecture School		
2003	Professional Graduate Schools (Graduate School of Asia-Pacific Studies, The Okuma School of Public Management), Graduate School of Information Production and Systems (Kita Kyushu), School of Sport Sciences, and Kawaguchi Art School of Waseda University established		
2004	Waseda Law School (Graduate School of Law), Graduate School of Finance, Accounting and Law (Professional Graduate School), and School of International Liberal Studies established		



OUTLINE OF WASEDA UNIVERSITY CORPORATION

1 CORE PROJECTS IN FY2013

- 1- Pursuit of deeper, more diverse education at Waseda
- 2- Innovative research at Waseda
- 3- Social contribution and cultural promotion
- 4- A stronger management footing for the future

2 INITIATIVES AFTER THE GREAT EAST JAPAN EARTHQUAKE

- 1- Educational aid for students affected by the Great East Japan Earthquake
- 2- Aid for the affected regions through volunteer activities
- 3- Recovery aid through disaster-related research activities

< Appendix >

- Waseda Vision 150

| 1 | CORE PROJECTS IN FY2013

◆ Pursuit of deeper, more diverse education at Waseda

1) Admissions System Reform

1- Strategic recruitment to achieve students with high-potential

In FY2013, under the newly launched bodies, the “Entrance Examination Development Office” and the “Entrance Examination Development Meeting”, we embarked on initiatives in pursuit of strategic admissions ways for years to come. The “AO admission with Full Tuition Fee Waiver Scholarship”, a new graduate school entrance examination, was adopted and began recruiting students in the Republic of the Union of Myanmar. Furthermore, having collected entrance examinations data within and outside Waseda, new locations (Sendai and Hiroshima) for the Open Campus 2014 were decided after careful consideration based on the data. Along with other efforts, the development of the structure for overseas student recruitment as well as targeted public relations activities have contributed to the far more advancement of the admissions structure than had previously been planned.

2- Pursuit of effective admissions system

Studying entrance examinations from various angles, a new admissions system was explored on the basis of data and statistics. Under the new functions launched in June 2013 as advisory bodies, the “Entrance Examination Development Office” and the “Entrance Examination Development Meeting”, tactic public relations plans were developed through research on admissions status at Waseda as well as other institutions. Press meetings were also held several times to release accurate information of the entrance examination and exchange opinions and ideas. Furthermore, it has been decided to open a “Student Selection Office” in April 1, 2014 with the aim of further attracting and obtaining international students with great potential.

2) Expansion of Liberal Studies and Fundamental Education

1- Curriculum coordination

The Global Education Center was established to improve requisite academic literacy of all students as well as form a framework for comprehensive liberal arts education. Moreover, a symposium to deliberate the university-wide direction in language education was held three times.

2- Human resources development through social contributions

A subject, “*Taiken no gengo-ka*”, provided under the Global Education Center aims to enable students to express themselves with their own words and effectively deliver them to others by affording students the opportunities to engage in volunteer activities as well as review and digest their experience to form an opinion. We decided to offer the subject in all quarters as a regular subject from AY2014 and proceeded with the structural preparations for the possible large increase in the course participants. The Hirayama Ikko Volunteer Center (WAVOC) has established an educational method to develop students’ personality through social contribution and volunteer activities while acquiring knowledge in lectures. Aiming to disseminate the method and obtain understanding not only from students but also alumni members and the public, stories of nine students was released online. Moreover, to participate in the “Evergreen Forests Planting on the Coast Project” (provisional translation), which is part of a Kesenuma restoration project launched after the Great East Japan Earthquake, a “Project for Planting Evergreen Trees at the Coast and Building Communities” (provisional translation) was launched at WAVOC. This project aims at growing 15,000 nursery trees in five years for the city to support the restoration project to grow local trees for greater disaster resilience. Students of Waseda University as well as Waseda University Honjo Senior High School took part in the project.

3) Educational Structure Reform

1- New schools and majors

In response to the rising demand for higher communication skills in society, the Graduate School of International Culture and Communication Studies (GSICCS) Master’s course was established in April 2013 by further developing the education at the School of International Liberal Studies (SILS). The preparations for opening doctoral courses at GSICCS are in progress.

2- Adoption of quarter system

Aiming to improve efficiency of learning with more intensive courses, the quarter system was adopted at seven schools (for 48 subjects), 11 graduate schools (for 387 subjects) and two centers (for 30 subjects) to match academic calendars between Japan and overseas universities. Since different academic calendars have deterred students to participate in study abroad programs, this initiative has contributed to the increase in the number of both inbound and outbound students at Waseda.

3- Advancing educational support system

- Seeking to make education at Waseda and its learning contents more widely accessible, the system for recording and online publishing was upgraded. The improvement measure includes the launch of a new studio with a simple recording booth available for faculty members and students on Toyama campus, the upgrade of recording equipment with high-quality image technology, the preparation of automatic lecture recording system to be installed in a new building No. 3 and the launch of an online platform named “Waseda Course Channel” to open Waseda’s education through ICT.
- Aiming to increase lecture contents available online, recording of classes particularly at the Faculty of Letters, Arts and Sciences, the Waseda Business School and the Graduate School of Asia-Pacific Studies as well as online release of lectures of outstanding members such as executive directors or researchers at Waseda were enhanced. As a result, 429 lecture movies are available within and outside Waseda as of March 31, 2014. In addition, it has been decided to release classes of the Faculty of Political Science and Economics from June 2014 as open lectures in the Japan Massive Open Online Courses (JMOOC) launched in November 2013, and the preparations for course offerings are in progress.
- As of March 31, 2014, 87% of classes at both undergraduate and graduate schools utilize a class support system named “Course N@vi”. Aiming to make the Course N@vi fully accessible through mobile devices by FY2015, the open mobile access project was advanced with various initiatives.
- With an experimental environment for active learning system where electronic materials, Clica, electronic white boards and TV conference systems are all integrated, the plan to fully operate the system at Waseda moved forward.
- Towards the introduction of “Learning Portfolio” at Waseda, we forged ahead to establish a study support system with which students taking an academic writing program course in the Waseda University Academic Skills Curriculum can preserve their reports for reviewing, and students in study abroad programs can store their accomplishments in language acquisition before, during and after studying abroad. They were part of our preparations for a new structure that would help students to thoroughly grasp their progress in their study and also release it to a certain online audience by themselves. The system is scheduled to be implemented from AY2015.

4- “Good Practice” initiative

In pursuit of a framework to share effective teaching methods to gauge level of comprehension, enhance motivation and improve problem-finding/problem-solving ability, excellent classes acknowledged with “Good Practice” were released online for faculty members. To further advance this initiative, three symposiums and seminars were held by lecturers whose contribution to the “Good Practice” initiative was outstanding.

5- Fewer subjects in pursuit of efficiency

Seeking to raise learning efficiency with more systematic curriculums, the adoption of the Course-numbering system was decided. With the aim of releasing course indexes of all classes from AY2015, systematic preparations were advanced along with discussions on the course categorization.

6- Curriculum reform to link undergraduate courses and master’s programs

As part of our efforts to raise curriculum consistency between undergraduate and graduate courses, discussions were held to develop the existing provisional graduate enrollment program.

7- Waseda University Honors Program

To establish a strategic university-wide program that will provide high-quality education for high-caliber students, a draft framework for a Waseda University Honors Program was formulated, basing on the analysis of the Global Honors College Programs at prestigious universities within and outside Japan.

8- More teaching assistants in classes/restructuring course framework

Seeking to increase the variety of teaching methods as well as to activate lectures in undergraduate courses, we developed a practical framework of a “Teaching Assistant (TA)” system by carrying out a questionnaire and as a result, we decided to more actively promote the TA system towards FY2014 on campus. Further, aiming to enable more students to take fundamental education for stronger academic literacy, a good core knowledge and skill to learn deeper, we strove ahead to improve the content of Waseda University Academic Skills Curriculum with the teaching assistant initiative. As a result, the number of students enrolled in the academic year reached a record-high of 6,332 for “Mathematical Basics Plus α , β , γ ” and 4,437 for “Academic Writing”.

4) Globalization of Education

1- Establishment of SSA (Structured Studies Abroad Program), an international educational program closely linked with undergraduate course curriculums

While running the existing programs at the School of Commerce, the School of Social Sciences and the three Schools of Science and Engineering, we explored a new program for the School of Political Science and Economics, the School of Education and the three Schools of Science and Engineering.

2- Program for inbound students: language acquisition and fundamental study

Following the restructure of the existing intensive Japanese language program, Japanese subjects offered at the Center for Japanese Language and fundamental education subjects offered in the regular undergraduate course and in the curriculum at the Open Education Center were combined to launch a new subject. As a result, we achieved 78 new students in the spring semester and 280 new students for the fall semester, exceeding the original targets of 62 and 188 respectively.

3- Shift in study abroad programs, from TSA/ISA to EX

We forged ahead with initiative to achieve new host universities for exchange programs as well as to raise the admission quota in the programs through negotiations with the existing partner institutions. Thorough efforts under the initiative, we achieved a new partnership with five institutions and the increased admission quota at two universities and one consortium, which has secured host institutions for 23 exchange students.

TSA (Thematic Studies Abroad): designed to allow participants to study on a range of courses relative to a particular theme set for the program.

ISA (Individualized Studies Abroad): designed to allow participants some degree of freedom in choosing their courses in the regular curriculums at the host institutions

4- Redressing imbalances in partnership with overseas institutions

Examining the relationship with overseas partners in the past and looking at the degree of collaboration at undergraduate/graduate school levels, imbalances in some partnerships came to light. To redress them, we strove ahead with proposals to stop accepting exchange students/lower the admission quota or to develop a short-term tuition/accommodation fee exemption programs. With those proposals, we successfully reshaped our partnership between 38 partner universities abroad. In addition to the 45 partner institutions that accepted our proposals in FY2012, 83 partner universities have agreed to rectify imbalances.

5- Developing short/medium-term study abroad programs

As a result of our efforts to increase host institutions to accommodate our students in a study abroad program, 20 students will study at the University of Washington in a summer medium-term study abroad program 2013 and 10 students will join a spring medium-term study abroad program 2014 at University of Pennsylvania. Negotiations to launch new short-term study abroad programs as well as to raise the limit of program participants have led to 36 new host universities to accept 642 students.

6- Expanding programs for international students with the focus on Japanese language study

We held an introductory education program for a new international student joining Waseda through an entrance examination on recommendation for designated schools in Korea as we previously had held the program for 12 new entrants through the same procedure from China. Under newly launched preparatory education sessions, a roadmap towards the establishment of a preparatory education curriculum was formulated.

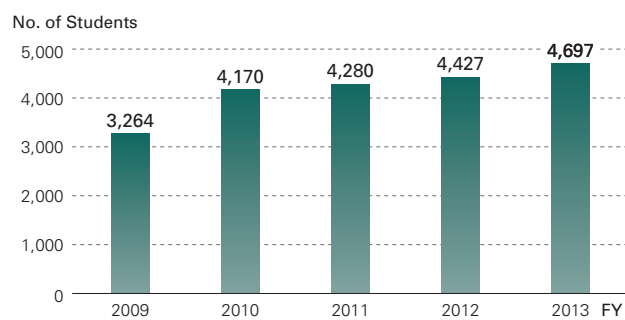
7- Program to nurture human resources at the Waseda International Student House

The Social Intelligence (SI) Program at the Waseda University Tanashi Student Dormitory is aimed at raising students' capability to cope with difficulties through creativity as well as cultivating their communication skills. Tailoring the program, a SI program was set up for the Waseda International Student House, Waseda's new dormitory within the Waseda University Nakano International Community Plaza, which is scheduled to open in FY2014. As a result of a screening for the residents, about 700 students will be accommodated from April, 2014.

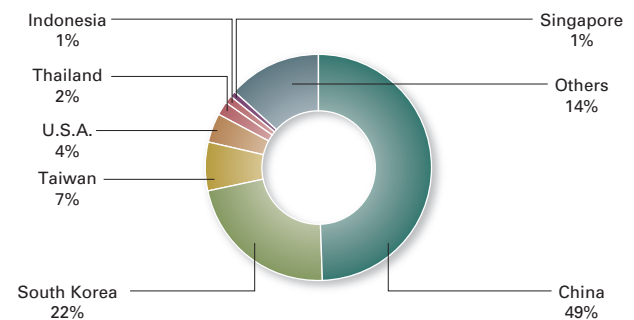
8- Program to cope with cultural differences on campus

As part of our initiatives to foster global talents, we held 352 extracurricular programs at the International Community Center (ICC) to enhance interaction between Japanese and international students as well as cultivate global perspectives, which achieved 14,126 participants in total. Among those programs, two programs were particularly inspiring and gave the participants useful experience to tackle cultural differences in the future. One was a lodging program that offered students from East Asian countries an opportunity to get together and conduct enthusiastic discussions on various issues in politics and others. The other was ICC's camping program designed in pursuit of eliminating prejudice and bias due to nationality or generation gaps. Moreover, the "Student Staff Leaders (SSL)", a project in which students actively plan and manage events with their own viewpoints, ideas and mobility as leaders, attracted attention both within and outside Waseda, leading to a joint training session for student staff of other universities. Under the SSL project, student staff leaders have expanded their role as a leader in developing global environment on campus, achieving more opportunities within and outside Waseda. As of March, 2014, 18 students are engaged as SSL at Waseda.

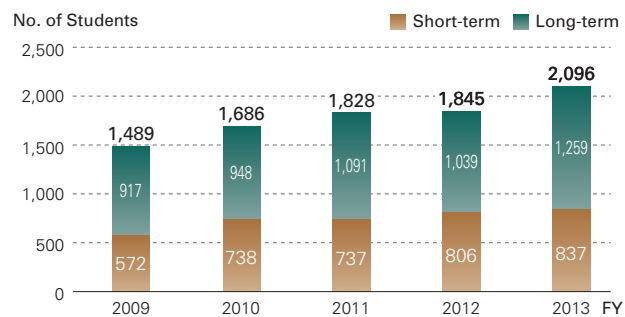
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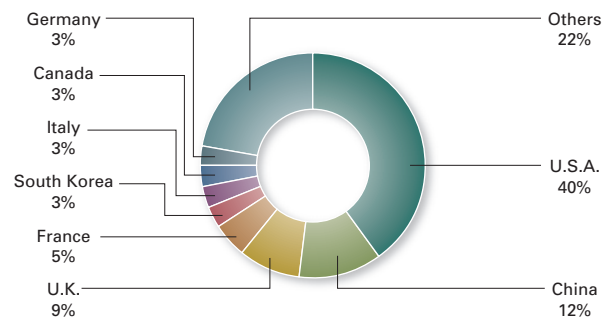
<INTERNATIONAL STUDENTS BY NATIONALITY>



<NUMBER OF STUDENTS STUDYING ABROAD>



<STUDENTS STUDYING ABROAD BY COUNTRY>



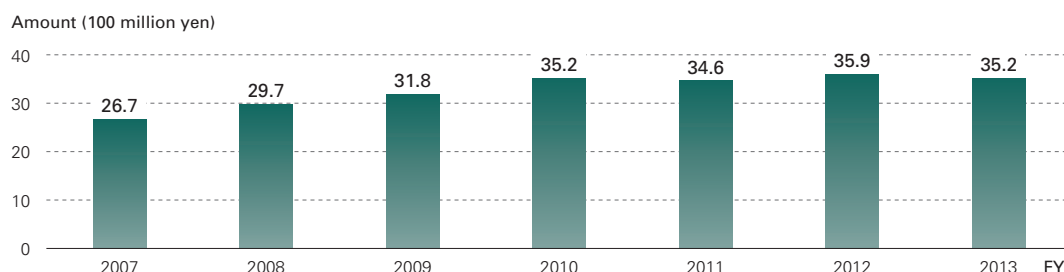
5) Further Support for Students

1- New scholarships and policy revision

The Mezase! Miyako-no-Seihoku Scholarship established in 2009 to attract students with high-potential from outside of the Tokyo metropolitan area has obtained greater recognition among students preparing for exams. Following the revisions in the scholarship policy, the application period was set twice this year. Along with other measures, the policy amendment significantly boosted the number of applicants in FY2013 to 1,200, a 47.5% increase from the previous year. The entire scholarship system within the university was reviewed and as a result, it has been decided to increase the number of scholarship candidates from FY2014 as well as include potential students to join the university through the entrance examination on recommendation from designated schools as a fund recipient.

Furthermore, with the aim of achieving excellent international students, two scholarships were launched to promise financial assistance for foreign students prior to enrollment before arriving in Japan. In addition to the two scholarships mentioned above, the WSC Members Fund Global Leader Support Scholarship designed for outstanding students in Waseda's study abroad program was also established. The three scholarships are starting from FY2014. Since there is an economic disparity among nations and regions, there will be a screening to receive the scholarship for foreign students prior to enrollment before arriving in Japan through AO admissions.

<AMOUNT OF SCHOLARSHIPS FUNDED BY WASEDA UNIVERSITY>



2- Career support for students with study abroad experiences

While developing an internship program for students to study in Singapore or Taiwan under the TSA program, we launched a short-term program to offer the participants an opportunity to work abroad. We sent our students to Singapore under the program in this spring.

Moreover, in addition to such events, including WAVOC global seminars, CIE global seminars, UN employment missions, UN outreach follow-up sessions, designed to expand job opportunities for students with study abroad experiences, career support fairs were held to help their job hunting in Japan through support from student overseas study advisors.

3- Career support for international students

Aiming to provide essential information for international students seeking jobs in Japan, a job guidebook was issued and 3,500 copies of the English version were distributed. Furthermore, 25 guidance seminars for job-seeking international students took place both in English and Japanese. Among them, 13 seminars were open to all international students at Waseda, four seminars were for international students at the schools with the English-based degree program (the School of Political Science and Economics, the School of Social Sciences, the three Schools of Science and Engineering, and the Graduate School of Information, Production and Systems), eight seminars were held as part of the courses at the Center for Japanese Language. Moreover, we achieved 196 companies that will actively hire international students and invited them to our job fair. More language support was available at the fair for students in need.

4- New model for university sports

The Waseda Athlete Program (WAP) is designed to enable student athletes to keep good balanced engagement in club activities and course studies with the aim of personality development. Seeking to provide WAP from AY2014 for all Waseda athletic club members (44 clubs composed of about 2,400 students in total), the text books and the framework were developed. Moreover, with such events as interleague matches with Korea University, we promoted activities to enhance interaction among club members as well as club coaches between Waseda and overseas universities. The initiative to raise Waseda's competitiveness in sports brought great achievements to Waseda. This year 16 teams from 13 athletic clubs won at the all Japan university championship and individual athletes also showed great performances.

5- Framework to enhance student participation within Waseda

As part of the “Student Jobs” initiative, the definition of “Student Jobs” was clarified and numerical targets were set in each stage until FY2032 to further activate the movement. Also, we proceeded with the preparations to open a Student Job Center (SJC) as a central body of the initiative. By generating on and off campus student job opportunities where students can choose/engage in their jobs based on their interests, ability or special skills, we seek to support students financially as well as enhance their career development through work experiences. Following the study of various students’ roles on campus, including assistant staff, advisors, volunteer workers and others, the reality came to light. With the findings, we discussed ways to expand students’ participation to the university.

Innovative research at Waseda

1) Strategy as a Research University

1- Structural reform to heighten research capability

Waseda University was selected as one of the 22 research institutions and universities for the Program for Promoting the Enhancement of Research Universities by the Ministry of Education, Culture, Sports and Technology. Expecting these institutions to produce world class research achievements, the MEXT will fund 300 million yen every year for the next 10 years. As the project’s core function at Waseda, a research promotion office (President as the director) was established. Various projects were advanced under the leadership.

2- Stronger support for research activities

- The Waseda University Research Award (High-Impact Publication) was established to acknowledge and honor young researchers for their outstanding contribution to the international research community. Awarding will begin in FY2014 and the awardees will be widely publicized within and outside the university. The award is intended to further motivate individual researchers as well as stimulate all research activities at Waseda.
- Focusing on the role of administrators in research activities, we decided to increase the number of administrative members, the “University Research Administrator (URA)”, to further raise Waseda’s research capability. By adding two URAs in FY2013 and four URAs in FY2014, 11 URAs will be placed at the Waseda University Center for Research Strategy in total.
- As part of our efforts, encouraged by the MEXT, to nurture and increase research administrators to support research activities, we produced lecture materials for URA development. Based on the needs we learned, the materials encompass a series of programs to develop necessary skills for URA. We also explored various ways to reinforce URA training through experimental case studies.
- We continued our efforts to promote international research projects at the Waseda Bioscience Research Institute in Singapore (WABIOS), Waseda’s overseas bio-science research base engaged in leading our research through business-academic partnership. Moreover, a joint funding program to enhance partnership between Singapore and Japan was launched in FY2012 by the Singapore Agency for Technology and Research (A*STAR) and the Japan Science and Technology Agency (JST). Collaborative research with Nanyang Technological University was conducted through the framework. In particular, Waseda’s researcher in a research project on the clinical application of synthetic blood jointly applied for the Singapore Ministry of Education Academic Research Fund as a research collaborator of National University of Singapore and achieved the grant. Also, there was a significant achievement within Japan. WABIOS, together with other institutions, was chosen for the Core-to-Core Program, a funding program established by the Japan Society for the Promotion of Science (JSPS) with the aim of advancing research networks across the globe. Expecting to build joint research projects with the industry, including Japanese chemical manufacturing corporations in Singapore, experimental joint research was conducted with companies.
- To further advance research activities at WABIOS, the Waseda University Organization for University Research Initiatives and the Technology Development Office at the Singapore Polytechnic (SP) formed an agreement and opened a WABIOS-SP joint laboratory within the facility of SP. To celebrate the launch of the departmental agreement, a joint symposium was held at SP.
- Having been invited by the Shanghai Ministry of Education (China’s local government), the university participated in the China International Industry Fair in pursuit of facilitating business-academic collaboration in China. Following 2011 and 2012, this year marked the third year of our participation to the fair where we introduced our life-science technology.

3- Encouraging young researchers

Aiming to encourage young researchers and their team research, we formulated core strategies to strengthen their management skills and made progress towards the actual implementation. Moreover, to increase international research competitiveness of young researchers, various events took place, including seminars for joint research or lectures for paper publication in English. In total, more than 250 young researchers and graduate students attended those events.

4- Restructure and re-organization to heighten research capability

- Waseda was selected for the MEXT project, the “Project to build centers for international science innovation through business-academic-partnership using local resources” (provisional translation). Under the MEXT scheme, we started a large construction project by disassembling the building No. 120-1 to newly build the “Smart Life Support Innovation Research and Development Center”. Aiming to establish a safe, secure and comfortable network society as well as to produce new industries, we decided to develop a battery material R&D environment along with a structure to evaluate the material and the performance.
- Following a number of university-wide reviews and surveys on our faculty-affiliated research institutions and centers, we learned the research activities of each institution. As a result of the survey, we decided to evaluate research performance with the focus on the PDCA-cycle. In addition, the university-wide review greatly contributed to sharing common issues and clarifying yet to be tried projects among those institutions.
- We moved ahead with a project to reorganize the existing research bodies during FY2014 in order to further strengthen their research capability with a focus on the research achievements produced in the area studies and the field of nano-energy. Moreover, since the research term of the Waseda Organization for European Studies, the Consolidated Institute for Advanced Science and Medical Care, and the Information Technology Research Organization expires at the end of FY2013, the final evaluation on these research bodies were conducted. Among them, the Waseda Organization for European Studies was decided to continue as a result of an evaluation based on its new research visions from FY2014. The Consolidated Institute for Advanced Science and Medical Care and the Information Technology Research Organization were closed upon reaching the expiration of their project term.

5- Promoting global dissemination of research activity news

- As part of our initiative to establish a researcher profiling system, a database of research accomplishments sorted by each researcher as well as each organization, the first version of the system was completed. After an examination of the registered data, the system is scheduled to operate from FY2014.
- Seven news regarding Waseda’s research projects were released to the overseas media, which contributed to the increase of our research cases introduced by broadcasting agencies abroad.
- Seeking to increase corporations interested in joint research, we built a database composed of Waseda research “seeds” and patent information data. As a comprehensive navigating system to look into the database, the “Seeds N@vi” was made publicly accessible.

7- Reformed system for exchange researchers

Along with the introduction of the quarter system, the current policy for exchange researchers was drastically reformed. Under the new policy, faculty members can go abroad for research during an academic year although they have lectures to teach, using summer/spring holidays or a period with no lectures. This new system was developed to enhance overseas research collaboration by making it easier for researchers to go abroad and stay for a while (for two weeks–three months).

8- Revised policy on visiting researchers

Having learned issues through a study on the existing system for visiting researchers from overseas institutions, a new policy was established to clarify researchers’ qualification and their benefit.

9- Establishment of the Center for Higher Education Studies (CHES)

Aiming to improve the quality of education, research and management at Waseda, the Center for Higher Education Studies (CHES) was established in February 2014 as a driving force for internal reform in the university’s structure. The Center’s mission is to regularly engage in planning, developing and expanding education methods, based on the founding principles, while enhancing research activities on higher education.

2) Towards Globally Competitive Research

1- Greater support for international research presentation

To encourage researchers, particularly young researchers, to submit research papers in English, the workshops stated below were held. Along with the expansion of the framework for those workshops, this year the lectures were targeted not only for science and technology research but also social sciences research. In addition, skill-up seminars to facilitate international joint research took place.

<April 18, 2013: Writing research paper in English >

Topic: The knowledge and tips required when submitting papers to overseas journals

Participants: 155

<December 16, 2013: Polishing the skill>

Topic: How to strategically advance international joint research

Participants: 26

<March 14, 2014: Writing humanities and social sciences research paper in English>

Topic: Writing effective academic papers: introduction and seminar

Participants: 78

- To encourage researchers to utilize this support system, we promoted circulation of the information within the university while collecting feedbacks from the users to improve the support. As a result, the number of user researchers reached 56 in total.

2- Promotion of international research collaboration

As part of our initiative to facilitate international joint research, we reviewed partnerships developed among researchers and institutions and formulated strategic plans to match research themes as well as fully utilize the partnership framework with outstanding overseas universities. Moreover, we launched a joint funding project with the German Academic Exchange Service (DAAD) to nurture young researchers cooperatively.

3- Strategy to go global

To expand Waseda's research and education world-wide, we studied research/education networks between Waseda and overseas universities based on the world university ranking data and selected key institutions and regions to give priority.

3) Exploring New Education and New Research

1- Field of health and medical care

Aiming to drastically reform medical education in Japan, promote research in the field of health and medical care, and establish a real human resource development structure, in-depth discussions were held to collect information as well as share opinions in the field.

2- Interdisciplinary research

Under the strategic research initiative, we forged ahead with the launch of new research projects from the field of "agriculture", "aging society", and "safe and secure society". The following three research projects from each field were decided as core projects in this initiative: "The development of agriculture, forestry and fishery science based on an integrated model which covers all processes from production to services" in the agriculture research, "Paradigm shifts in a super-aged society" in the aging society research and "Cope with risks in the 21st century towards safe and secure society (provisional translation)" in the safe and secure society research. After inviting research project ideas for this initiative within the university, one proposal was selected from "aging society" and one from "agriculture" as key research projects. The project in "aging society" started in June 2013. The project in "agriculture" is scheduled to begin in April 2014 and the project in "safe and secure society" is scheduled to begin during the next academic year or later.

Strategic Research Initiatives

Open Themes

Research Field	Research Theme
International network for Japanology and Japanese culture studies	<p>The occupation period: Report relating to Japan in America in the 1950s, cultural strategy and Japan, the Japanese people</p> <p>A new Japanese literature and Japanese culture research created together with the world</p>
System under globalization: laws, corporations and markets	<p>Interdisciplinary research on Japanese social systems in the 21st century</p> <p>Aiming for a comprehensive restructuring of the comparative law research base as a global core research institute</p> <p>Reshaping legal systems for intellectual property in the era of globalization – The establishment and development of the "Preparatory Organization for the Establishment of the Waseda University Intellectual Property Integrated Research Institute," an integrated research institute for the humanities and the sciences</p> <p>International comparison of customer satisfaction determinant communication strategies based on construal level theory</p>
Science and technology for a green energy society	Designing and building an electricity supply configuration for the future – Toward the realization of a low-carbon society based on recyclable and environmentally-friendly electric energy
Design for innovative health and medical care	Giving the sciences of the brain and the mind back to society—Applied brain science based on integrated human sciences
Asian synergy in the global context	<p>The pursuit of symbiotic service business models in Asia</p> <p>Research on historical differences and coexistence in East Asia, from the perspective of "Buddhism" as a form of civilization movement</p> <p>Comparative research on the Symbiosis of Muslims and non-Muslims in Asia</p>
Industry, policy and journalism for a sustainable society	Industrial ecology of sustainable resource management
Lifestyle design through recycle-based infrastructures	<p>Realization of a low-carbon society through the development of a green inverter using diamond MOSFET</p> <p>A comprehensive study regarding the establishment of safe and reassuring resource recycling systems in Asia</p>
Basic sciences as the foundation for future development	<p>Research on nonlinear partial differential equations</p> <p>Interaction between light and matter—from fundamental physics to device applications</p> <p>The pursuit of a new picture of the universe through cutting-edge space science observation—the establishment of a world-class space science observation and technology fusion center</p>
Recovery from great disasters and building of a new social system	<p>Research on the needs for scientific/social support and administration toward the prevention of health damage caused by earthquakes</p> <p>Disaster Analysis and Proposal for Rehabilitation Process for Tohoku Earthquake and Tsunami</p> <p>Environmental diagnosis and proposal of countermeasure technology for restoration and reconstruction from the Great East Japan Earthquake</p> <p>Compound Mega Crisis, Nuclear Disaster and Risk Governance</p> <p>General Study on Housing and Urban Planning for Renaissance in Harmony with Respect for Nature, Learning from Cultural Heritage</p> <p>Waseda University Legal Aid Project for Eastern Japan Earthquake Disaster Relief</p> <p>Rebuilding a new global social system resilient to large-scale disasters</p>
Paradigm shifts in a super-aged society	Research to promote integration of advanced science/engineering and sports sciences for super-aged society

Assigned Theme

Research Field	Research Theme
Bioscience, physical biology, nanobiotechnology, biotech imaging, and chemical biology	Establishing Waseda international collaboration research based in Singapore

Social contribution and cultural promotion

1) Further Network with Alumni as well as the Communities

1- Expanding adult education

Our externally-funded training program targeted at Japanese business executives has substantially strengthened the university's brand. What lie behind the recognition is our efforts to increase the number of training sessions as well as offer regular programs. As for our international programs on external funds, the 28th and 29th EU businessman Japan Training Program (ETP) took place. While continuing training sessions for foreign government officials, new programs were explored to meet the new needs. Towards the opening of the Nakano School, the preparation proceeded at the Extension Center's open college along with advertising campaign, PR pre-events, and various efforts to reinforce the network with the communities. The Nakano School will offer 110 courses in the 2014 spring term, which received more than 1,750 applications.

2- Waseda in sports

Four students and nine former students took part in the Sochi Winter Olympics. The Olympic athletes achieved two medals: Japan's first gold medal in men's figure skating and a silver medal in Nordic combined/individual normal hill skiing. To achieve greater recognition in sports, sports news was widely shared through the Athletic Center website, Facebook and other internet media. Following the opening of Waseda's sports facilities for the local communities, the 2013 Waseda Sports Festival in Higashi Fushimi, a sports event operated mainly by student athletes of Waseda's athletic clubs took place. About 4,000 people joined the event.

Moreover, a "Coach Summit" was held twice with the aim of offering a setting for physical education coaches of each supports club to share information and strategies.

2) Sharing Waseda's Cultural Resources

1- Collaboration with the communities: Dissemination of culture and effective utilization of facilities

Working with the long-standing friend cities, including Honjo-shi, Minokamo-shi, Kamogawa-shi, Karuizawa-cho, Shinjuku-ku, Nakano-ku, Atami-shi, and Saga-shi, dissemination of culture was further promoted. Discussing with the neighboring municipalities (Tokyo's 23 wards and others), we explored effective ways to utilize cultural assets, closed on-campus university facilities and other buildings.

2- Virtual museum- cultural resources database

Seeking to introduce a system for artifact collection management from September 2013, its systematic design was advanced by investigating a database of three cultural organizations (Tsubouchi Memorial Theatre Museum, Aizu Museum, and Waseda University Archives). Moreover, in pursuit of developing a collection guide system for museum visitors, a study on "multisensory interaction system" and "science and technology for art" was conducted.

A stronger management footing for the future

1) Reinforced Base Structure

1- Clarified faculty/staff roles and the criteria for faculty evaluation

As part of our efforts to establish a flexible structure to effectively recruit faculty members across borders, ways to organize faculty classification as well as to adopt annual salary system and joint appointment system were further discussed. The deliberation has formed a substantial step towards the implementation.

2- Diversity in staff recruitment and human resource development

By defining the requisite skills and abilities in staff hiring process, basic policies for Human Resource Development Action Plans and a Staff Development Program were formulated. Based on the policies, staff recruitment plans and training programs were set up to achieve/nurture human resources with more advanced, specialized skills. Phased implementation of the project was set forth this year.

Furthermore, following the completion of the basic design for a "staff portfolio system", we made a substantial progress towards its introduction in the university structure. The system will integrate personal records of staff members, including his/her history of seminar participation and job performance, and is expected to increase efficiency by placing a right person in the right place.

3- Reviewing university governance

As part of the Waseda Vision 150 initiatives, a special committee, headed by President of Waseda, was set up to deliberate university governance to further strengthen the governing structure. While studying the direction of the scheme under the MEXT (the Central Advisory Board of Education, University Subcommittee), the committee conducted discussions in pursuit of the following three objectives: (a) Increase efficiency and speed in decision-making process (b) Effective operations by division of powers and responsibilities (c) Greater supervision over decision-making process and work operation to ensure transparent, healthy governance

4- Evaluating each project and its achievements for strategic planning

Seeking to build a PDCA cycle framework where the university's initiatives and projects are objectively examined and evaluated to improve the next ones, the arrangements are in progress. As a result, it has been decided to conduct an evaluation on accomplishments made in the first half of FY2013 under the Vision 150 initiatives. The evaluation result will be directly reflected in the action plan and budget for FY2014. Moreover, following the introduction of an evaluation system for new projects, test operation will start from FY2014.

5- Effective cooperation with overseas branches

To establish a structure where the university can utilize overseas branches through strong networks between branches and the relating departments in the main body, a joint meeting was launched with the aim of integrating a branch's key role into the main operation. Furthermore, seeking greater recognition within and outside the university, each overseas branch set up its own website to share its role and activities.

6- Strategic publicity

Aiming to earn higher acknowledgment within and outside Japan as well as raise Waseda's academic reputation, we took steps towards the establishment of a structure that would enable the university to collect its own data and release its news overseas. Our efforts include the renewal of our web page, the launch of a PR special committee and foreign nationals hired as a staff member.

7- Promotion of gender equality and diversity

Based on the annual plan under the Basic Plan for Gender Equality, various initiatives to raise awareness among the whole university community were implemented through lectures, seminars, publications and websites. Moreover, seeking to establish a structure, a system and a policy to realize "Work-life balance", hearing surveys at each department was conducted within the university and a session for female staff members to share their opinion took place. In addition, participated by all full-time staff, the second Actual Situation/Awareness Survey on Gender Equality was carried out. A report was compiled from the survey results. Other accomplishments include a nursing room set up on Toyama campus and a renovation project to improve women's rest rooms started this year.

8- "Healthy campus life" initiatives and greater support for students with special needs

Aiming to heighten the awareness of the importance of health among students, the Open Education Center continued to offer courses of "Health Creation Theory; Overview of Mental Health Management". Also, we strove ahead with initiatives to make students responsible for their own health as well as help students to develop a way to seek physical exercise, diet, and medical and psychological care comprehensively and to maintain healthy lifestyle not only as a student but also as an adult after graduating from the university. As part of the initiatives, a health festival was held in May.

Along with our efforts to increase support for students with hearing difficulties, part of on-demand courses started offering captions and seven courses adopted the "T-TAC Caption", a remote learning support system. Furthermore, we joined PEPNet-Japan (The Postsecondary Education Programs Network of Japan) in pursuit of developing greater support system and released a barrier free map online. The map was jointly produced with volunteering students registered at the Disabled Student Services Office.

9- Reinforcing university operation system

Ahead of the scheduled update in the Waseda University Corporation's accounting system in FY2015, the designing of the relating finance system was completed. Moreover, in pursuit of an all-integrated system with which each data from individual operation systems can be combined, we proceeded with the preparations, hoping to launch the system in FY2014. The system is expected to facilitate the planning process of management strategies by selecting useful data through analysis.

10- Cyber-secure campus

By installing 107 wireless access points (exceeding the target), renewing proxy servers and allowing temporary use for occasions such as academic conferences, we have established an environment where network access is safe and easily available through personal computers and mobile devices.

Aiming to build an integrated authentication system as well as a setting where users can operate statistical software from personally owned computers, we also formulated a roadmap to put the system in operation during FY2014. Furthermore, following the new construction projects, the newly built Waseda University Nakano International Community Plaza as well as the phase II construction project (lecture hall building) at Waseda University Senior High School, information infrastructure for those facilities was developed.

2) Firmer Financial Base

1- Strategic budget planning

Seeking to achieve the goals outlined in the Waseda Vision 150, we restudied the FY2014 budget plan based on the medium-to-long-term financial outlook. By reviewing the existing cost estimations as well as setting resource allocation priorities in new project investments, we secured a budget surplus in FY2014. Towards the establishment of stronger financial base, we will continue to explore strategic budget plans in pursuit of effective fund allocation and revenue increase.

2- Project-based budgeting

Organizing account headings as well as formulating a total budget plan for certain projects, we developed a fund allocation system in pursuit of a project-based budgeting structure.

3- Budget strategy meeting

Since FY2012, a meeting to explore strategic budget plans has been held six times. In March 2014, the discussions were summarized into a report. We plan to gradually phase out the meetings by establishing a structure to consistently incorporate the feedback of external experts into the budget strategy planning instead.

4- Budget-balance target

Clarifying the university's budget status through the analysis of other institutions' while reviewing the project plans and mid-to-long term financial estimates, we set a budget-balance target. The target for FY2014 budget plan was set at a budget surplus of 5 billion yen along with a total balance ratio of more than 5.5%.

5- Improved tuition structure

Based on our policy to seek accountability in society in light of the recent situation surrounding the university, we forged ahead with the initiative to improve a tuition structure. Based on the scheme, we revised the tuition structure for AY2014 admissions and abolished the basic education fulfillment fee by newly adding the global education fee to shift the focus to the Waseda University academic skill curriculum and university-wide common curriculum. Under the revised tuition structure, course fees can be set flexibly for the courses at each undergraduate and graduate school.

6- Reviewing salary system

Seeking to increase the university's social accountability with its salary structure, one of the largest expenditures in its budget, payroll cost negotiations were held with both the faculty and staff unions.

7- Continual fund-raising activities

- The grand total of donation, the total donation amount both in cash and kind, reached 4.32 billion yen this fiscal year, which greatly exceeded the target total of 2.5 billion yen.
- Under the bolstered fundraising initiative at the university, fundraising activities were further promoted for the reconstruction project at the Waseda University Senior High School and Honjo Senior High School, for the 130th Anniversary Global Leaders Development Fund at the School of Political Science and Economics, and for donation for specific purposes at Waseda's athletic clubs, schools, departments and institutions. Based on a medium-to long-term fundraising roadmap, we also strove ahead to achieve the target amount of funds in the WASEDA Supporters' Club donation and the Educational Promotion donation by strengthening both the strategy and the structure. Furthermore, an energetic fundraising campaign took place for its project to nurture global leaders launched at the Waseda University Nakano International Community Plaza (established in March 2014). Expecting to find supporters from wide-ranging fields, a "Used book donation campaign" was also started.

- Based on a part of fund donated for the Waseda Supporters' Club, the WSC Members' Fund was established with the aim of assisting students as well as research and education activities at the university by utilizing the profits from the endowment. (as of the end of FY2013, the total amount donated for the fund is 1.8 billion yen) The WSC Members' Fund Management Committee, composed of both internal and external members, was launched to ensure proper fund administration. Under the committee, projects to receive the fund's profits were chosen (two projects in FY2013, six projects in FY2014).
- Following the major update in the fundraising website in the previous fiscal year, publicity activities were further activated. Also, the system for online donation was expanded to collect various types of donation. With the advanced system, supporters can make a contribution to the fund categorized as "Donation for Specific Purposes".
- Seeking to recognize a supporter and also establish a continual relationship with supporters, we held an event named "The Gathering for Waseda University supporters: Waseda Supporters' Club Executive Forum". The forum was participated by a number of Waseda Supporters' Club special members and ended in success. Also, under the fundraising initiative for the Global Leader Development Project at the Nakano Community Plaza, we expressed our appreciation for the supporters who had made a significant donation as well as registered alumni associations by displaying plaques with their name on them. Furthermore, as a gratitude for the contribution, some facility (dormitory, lounge, etc.) were named after the supporters.

Donations Received in AY2013 <By Type of Donation>

Type of Donation	No. of Donations		Amount (yen)	
1 Donation for Specific Purposes	2,759	24.8%	925,750,040	26.4%
2 Funding	541	4.9%	25,138,473	0.7%
3 Capital Fund	3,152	28.4%	763,207,012	21.8%
4 Chair Course	182	1.6%	165,064,670	4.7%
5 Donation for Educational Promotion	492	4.4%	81,947,808	2.3%
6 WASEDA Supporters Club	2,717	24.5%	1,425,009,221	40.7%
7 Affiliated School	550	5.0%	63,210,555	1.8%
8 Honjo Campus Development	147	1.3%	12,705,000	0.4%
9 Global Leaders Development	569	5.1%	41,930,590	1.2%
Total Donation in Cash	11,109	100.0%	3,503,963,369	100.0%
Total Donation in Kind	173	-	809,486,929	-
Grand Total	11,282	-	4,313,450,298	-

Donations Received in AY2013 <By Type of Donor>

Type of Donor	No. of Donors		Amount (yen)	
1 Corporation	452	4.1%	1,168,838,468	33.4%
2 Other Organization	406	3.7%	1,515,437,242	43.2%
3 Alumni	4,786	43.1%	332,700,736	9.5%
4 Individual Parents	1,042	9.4%	95,949,720	2.7%
5 Individual Other Individual	431	3.9%	158,496,569	4.5%
6 Faculty	3,992	35.9%	232,540,634	6.6%
Total Donation in Cash	11,109	100.0%	3,503,963,369	100.0%

| 2 | INITIATIVES AFTER THE GREAT EAST JAPAN EARTHQUAKE

Reconstruction activities center around three policy areas – educational aid for students affected by the disaster through scholarship, aid for the affected regions through volunteer activities, and recovery aid through disaster-related research activities. Under the initiative, accomplishments in each area were put together and published into the world. Moreover, seeking to pass on the lessons and efforts after the Great East Japan Earthquake to the next generations, records and data regarding university's measures taken after the disaster have been brought together into comprehensive data.

1- Educational aid for students affected by the Great East Japan Earthquake

Aiming to enable the disaster-affected students and new entrants to learn at Waseda without financial difficulties, we continued the tuition-waiving scheme (for 50 students, 36.5 million yen) together with the scholarship to aid students after the disaster (56 students, 25.6 million yen).

2- Aid for the affected regions through volunteer activities

The Hirayama Ikuo Volunteer Center (WAVOC) dispatched the total of 940 volunteer workers from Waseda, comprised of students, faculty and staff members, to the disaster-hit region on 121 occasions. The volunteer groups engaged in various recovery activities, including event support, assistance for residents in a temporary housing, sports events support, study support, and help for agricultural work.

In the Kanto region, efforts continued with various disaster relief events, including disaster documentary movie shows, symposiums and charity concerts. Moreover, aspiring to join the relief efforts even in a distant city of Tokyo, students stood up and launched a "Tokyo Branch Project" under WAVOC. Through the framework, the members have been engaged in various activities to prevent the world from forgetting the devastation.

3- Recovery aid through disaster-related research activities

Seeking to contribute to the reconstruction of the areas affected by the Great East Japan Earthquake and minimize potential damage which may be caused by similar disasters in the future, we have been committed to advancing our research projects in the fields of "Medicine and Health Care," "Infrastructure Restoration and Disaster Management Systems," and "Urban Planning and Social Design". Since this fiscal year is the last year of funding for the three projects (with seven research themes), we carried out a mid-term evaluation on the two projects as well as a final evaluation on one project. Moreover, as a way to widely publicize the wisdom and knowledge obtained through those research projects, a forum entitled "The Research Institute Forum 2013 in Morioka" (provisional translation) was held at the Tourist and Cultural Exchange Center (Plaza Odette) in Morioka City, Iwate Prefecture. Under the theme of "Linking the Ocean, Land and Mountains—Constructing continuity and broad cooperation in disaster reconstruction," the Institute for Research on Reconstruction from the Great East Japan Earthquake/Research Institute for Integrated Approach to Urban Safety and Security with Natural and Cultural Heritage introduced its research activities and achievements. Authorities from the disaster-hit region participated in the forum as panelists and stimulated the discussion. In the aftermath of the disaster, Waseda University Press published a series of books entitled "*Shinsai-go ni kangaeru*" and offered 26 already-issued volumes of the series to all high schools in five disaster-hit prefectures (Aomori, Iwate, Miyagi, Fukushima, and Ibaraki) in December 2012. Another seven new volumes were sent to the high schools this year.

Projects for the Center for Research on Reconstruction from the Great East Japan Earthquake

Research Field	Research Theme
Medicine and Health Care	Research on the needs for scientific/social support and administration toward the prevention of health damage caused by earthquakes
Infrastructure Restoration and Disaster Management Systems	Disaster Analysis and Proposal for Rehabilitation Process for Tohoku Earthquake and Tsunami
	Environmental diagnosis and proposal of countermeasure technology for restoration and reconstruction from the Great East Japan Earthquake
	Compound Mega Crisis, Nuclear Disaster and Risk Governance
Urban Planning and Social Design	General Study on Housing and Urban Planning for Renaissance in Harmony with Respect for Nature, Learning from Cultural Heritage
	Waseda University Legal Aid Project for Eastern Japan Earthquake Disaster Relief
	Rebuilding a new global social system resilient to large-scale disasters

Waseda Vision 150

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.

Mission

1. **Independence of Learning** —Principle on which Contribution to the World is Made
2. **Practical Utilization of Knowledge** —Ways and Means of Contributing to the World
3. **Creation of Good Citizenship** —People Contributing to the World



Vision

<Education and Research Vision>

1. **Students of the Highest Caliber and Character Who Show Promise in Being Able to Contribute to the World**
[Strategic Objective 1] Cultivating global leaders with a broad range of exceptional qualities and the power of insight
2. **Research That Will Ultimately Contribute to Real World Peace and Happiness in Human Society**
[Strategic Objective 2] Advancing Original Research That Leads to Future Innovations
3. **Graduates Who Will Contribute to the Public Good as Global Leaders**
[Strategic Objective 3] Creating Robust Lifelong Networks between Alumni and Regions

<University Management Vision>

4. **Asia's Premier "Model University" Adaptable to a Changing World**
[Strategic Objective 4] Establishing a Dynamic Organizational Framework Adaptable to a Changing World



Core Strategy

[Admissions Strategy]

- Radical Reform of the Admissions System

[Education and Learning Strategy]

- 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
- Promotion of Proactive Student Planning in University Education and Research
- Fostering Pride as Waseda People in the World

[Development Strategy]

- 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

[Management Strategy]

- Clarification of the Role and Evaluation of Teaching Staff
- Strengthening of the Financial Structure
- Establishment of a Progressive University Structure
- A New Form of Academic Community



Project

Seventy six projects for realizing core strategies



Policy

Eleven basic policies of Waseda University

Waseda Vision 150

Roadmap

	125th Anniversary		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			
Grand Design Next 125	Grand Design	Next 125				
Vision 150			Stage 1	Stage 2	Stage 3	Stage 4
Review and Improvement → PDCA	General review of items achieved	Mid-term review General Review	Each project will be reviewed each year and its performance will be announced. General review will be conducted every five years for target adjustments.			

The Waseda Vision 150: Targets and Achievements for Each Fiscal Year

■ No. of students

	2012 Results	2013 Results	2017 Goal	2032 Goal
Undergraduates	43,974	42,929	40,000	35,000
Graduate students	9,357	9,261	9,761	15,000

■ International students at Waseda

	2012 Results	2013 Results	2017 Goal	2032 Goal
No. of international students at Waseda	4,362	4,697	7,000	10,000

■ Waseda students studying abroad

	2012 Results	2013 Results	2017 Goal	2032 Goal
No. of Waseda students studying abroad	2,399	3,076	5,000	All undergraduates

■ Percentage of open classes

	2012 Results	2013 Results	2017 Goal	2032 Goal
Percentage of open classes	0.3%	1.7%	100%	100%

■ Percentage of classes in English

	2012 Results	2013 Results	2017 Goal	2032 Goal
Undergraduate school	6%	8%	20%	50%
Graduate school	9%	10%	30%	50%

■ Achieved research fund

	2012 Results	2013 Results	2017 Goal	2032 Goal
Achieved research fund (billion yen)	9.6	10.2	10.7	20

■ Adult education

	2012 Results	2013 Results	2017 Goal	2032 Goal
No. of enrollment	34,944	31,771	42,000	50,000

■ Donation

	2012 Results	2013 Results	2017 Goal	2032 Goal
Total amount (billion yen)	3.2	4.3	4.1	10

■ No. and percentage of female

	2012 Results	2013 Results	2017 Goal	2032 Goal
Female students(undergraduate/graduate)	18,800(35%)	18,353(35%)	19,900(40%)	25,000(50%)
Female faculty	226(13%)	246(15%)	300(18%)	600(30%)
Female staff	344(32%)	382(34.7%)	37%	50%