



Waseda University Global Leadership Program (GLP)

Re-Inventing Japan Project (Adopted year: FY2011, Type B-1)

【Summary of project】

The GLP is based on the vision of Waseda University's founder Shigenobu Okuma whose educational philosophy aimed at creating "Harmony between the Eastern and Western civilizations." The GLP is a program that nurtures human resources who can exhibit strong leadership in various fields in our global society. Through collaborative education with our five partner universities in the United States, this program nurtures not only Waseda's undergraduates, but undergraduates of the United States as well, to become global leaders of the future.

【 Aim of project, Ideals of Global Human Resource on the project 】

Aim of project: With the rise of Asia in recent decades, the economy, politics, and cultures of the world have become more complex. An appreciation of issues of global significance arising out of the Asia-pacific region is in urgent need. The goal of the GLP is to foster individuals that have a solid knowledge of the histories, cultures, and societies of both Asian and Western countries. On the basis of this knowledge, and with respect for differing value systems, our hope is that these individuals will make valuable contributions as they address these issues.

Ideals of Global Human Resource: Our ideal global leader is the one who can further strengthen the "Harmony between the Eastern and Western civilizations" and make positive contributions in our complex world.

An understanding of the histories of Eastern & Western civilizations, cultures and societies

An appreciation of such universal values as courage, trust, and commitment to service

High intellect, analytical abilities, communication skills

The ability to address global issues

Individuals who can exhibit leadership in international and governmental organizations, the business world, academics, etc.

Contents of the Program, Preparation for the Start of the Program

Global Leadership Program 2nd Annual Meeting at Berkeley

Following the 1st GLP Annual Meeting held in March, 2012 when faculty and staff from the five U.S. partner universities (Columbia University, Georgetown University, the University of Pennsylvania, the University of California, Berkeley and the University of Washington) were invited to Japan, Waseda again invited the partners of the program to the University of California, Berkeley in June, 2012.

There were discussions to mutually clarify specific issues regarding the program, e.g.,

- 1) The model curriculum for U.S. students,
- 2) The purpose and contents of the U.S.-Japan Zemi,
- 3) Implementation method of field trip, internships, public presentations and so on,
- 4) The system for credit transfer, and
- 5) The system for accepting Waseda students at U.S. universities



Waseda Faculty and Staff Pay a Visit to Partner Universities

In order to meet requests of the U.S. partner universities for a better understanding of Waseda's host schools, Waseda's faculty and staff who are in charge of the GLP visited U.S. partners in the beginning of 2013. In addition to introducing each of Waseda's schools, faculty delivered specific information on the curriculum for the U.S. exchange students.



Curriculum Deliberation

The professors of the U.S.-Japan Zemi and its research themes were selected by the GLP team and host schools after careful deliberation regarding the class contents and the educational benefits. Furthermore, discussions have begun on how to conduct the Global Leadership Fellows Forum, which is primarily managed by students, and how to utilize the field trips, volunteer work and internships.

Forming the University Network with Quality Assurance

The Global Leadership Program Planning Meeting

The GLP planning meeting shall have a gathering annually to:

- continue deliberations about the curricula considering credit transfers, grade management, the awarding of certificates
- continue deliberations over faculty exchanges and collaborative team-teaching considering the different academic calendars

Launch of Third Party Evaluation Committee

A third party evaluation committee was established, including faculty of Waseda's overseas affiliated universities as well as the University of California at Berkeley, a partner university of GLP, and intellectuals from the educational community and economic world. The first meeting is scheduled to take place in fall 2013.

Visualization of the Content of Education, Dissemination of the Outcomes

Visualization of the Contents of Education

- The university-wide minor "Global Leadership Studies (GLS)", which was newly established in FY 2011, drew 1,742 students in 26 subjects in AY 2012. 432 students of these students took courses in 8 subjects in the Spring of 2012, and 1,310 students took courses in 18 subjects in the Fall 2012. Waseda will further expand the curriculum of the GLS.
- Some classes are offered "on-demand"

Dissemination of the Program/Outcomes

The website of the program has been prepared in three versions. Readers can select the appropriate page from the top page:

- ① For Waseda students in Japanese
- ② For Waseda students in English
- ③ For American students of the U.S. partner universities

This website has been a useful and informative vehicle for publicizing the program: <http://www.cie-waseda.jp/glp/gate/>



Promotion of Student-Mobility Environment

Support for Outbound Students

10 students selected as the 1st group took an intensive course during the spring break to improve their language ability and academic skills in preparation for studying abroad. Moreover, during the 2013 spring semester, the students will participate in an overnight seminar, in addition to taking an American style course to gain knowledge of aspects of Eastern/Western histories, cultures and societies.

Support for Inbound Students

• In preparation for the selection of American students in 2014, promotion of the program began at the Study Abroad Fair held at the University of California, Berkeley in September 2012. More than 100 students visited Waseda's booth at the fair.



• Also, the production of a promotion brochure and a DVD about the program for American students are currently in progress. Both will be used in student recruiting at the U.S. partner universities.

Student-Mobility

Sending Japanese Students

Each year 10 to 15 students will be selected as GLP candidates and be sent to the U.S. partner universities beginning in the Fall 2013.

Accepting American Students

From AY 2014, Waseda will accept the same number of students from the U.S. partner universities.

Accepted students will join the U.S.-Japan Zemi with Waseda students who have finished studies in the U.S.

	2011	2012	2013	2014	2015
Outbound	—	5*	12	12	12
Inbound	—	9*	0	12	12

*Prior to this program, student exchanges started under the existing exchange agreements.

【Summary of project】

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【 Aim of project, Ideals of Global Human Resource on the project 】

Aim of project: With the rise of Asia in recent decades, the economics, politics, and cultures of the world have become more complex. An appreciation of issues of global significance arising out of the Asia-Pacific region is in urgent need. The goal of the GLP is to foster individuals that have a solid knowledge of the histories, cultures, and societies of both Asian and Western countries. On the basis of this knowledge, and with respect for differing value systems, our hope is that these individuals will make valuable contributions as they address these issues.

Ideals of Global Human Resource: Our ideal global leader is the one who can further strengthen the "Harmony between the Eastern and Western civilizations" and make positive contributions in our complex world. They should have:

An understanding of the histories of Eastern & Western civilizations, cultures and societies

An appreciation of such universal values as courage, trust, and commitment to service

High intellect, analytical abilities, communication skills

The ability to address global issues in international and governmental organizations, the business world, academics, the media, etc.

Contents of the Program, Preparation for the Program

Global Leadership Program 3rd Annual Meeting at Georgetown

The 3rd Annual Meeting of the GLP took place at Georgetown University in June, 2013. There were participants from five existing U.S. partner universities, as well as two prospect partner universities: Johns Hopkins University and Dartmouth College. A total of nineteen faculty members attended and discussed together specific issues regarding the program, e.g., 1) Selection process of first Waseda GLFP students, 2) The system for accepting Waseda students at U.S. universities, 3) Contents of the U.S.-Japan Zemi, 4) Recruitment of U.S. students, 5) Assessment of the program.



Johns Hopkins University and Dartmouth College newly joined the program

After the 3rd Annual Meeting, Johns Hopkins University and Dartmouth College expressed the intention of joining the program. Johns Hopkins University has decided to join the program by accepting students from the second Waseda cohort, and Dartmouth College will join the program by sending students to Waseda with the second U.S. cohort. Both universities valued highly 1) the well-structured curriculum designed for the specially selected students, and 2) the firm commitment of other prominent U.S. universities to the program.

Linkage with the Honors Program at University of Washington

The University of Washington laid out their framework to accept Waseda GLFP students in their Honors Program and created a special joint-seminar for Waseda and U.S. GLFP students. Not only can students study with top U.S. students in the Honors program, but they also have the opportunity to build a community with U.S. GLFP students while in the U.S.



Forming the University Network with Quality Assurance

The 1st Third Party Evaluation Committee Meeting

In October 2013, the first Third Party Evaluation Committee Meeting was held. The program was assessed by the Evaluation Committee consists of faculty of Waseda's overseas affiliated universities including the University of California at Berkeley, and intellectuals from the educational community and economic world. They discussed a wide range of issues including the outcome of preparatory education for Waseda students, importance of community building among Waseda and U.S. fellows, the use of the subsidies, and sustaining the program.

Curriculum Examination Committee

Faculty and staff in charge of the program at each host school shall have a gathering annually to examine the curriculum for U.S. students.

Visualization of the Content of Education, Dissemination of the Outcomes

Visualization of the Contents of Education via Portfolio

The Portfolio was introduced so that the GLFP students can share their academic and social experiences during the program with other students and faculty members. The portfolio includes: 1) a self-introduction, 2) recent events, 3) blogs about experiences and activities in U.S., 4) the title and contents of the courses at their host university, 5) and a survey about the curriculums offered by the program. Students will participate in this portfolio until their graduation.

Dissemination of the Program/Outcomes via the website

To introduce the activities of participating students, an Archives page was newly established. The page will be linked to the portfolio and by posting updates of activities of students and about how they grow during the program, it will help spread knowledge about the program and help recruit students both from Japan and the U.S. partner universities



Promotion of Student-Mobility Environment

Support for Outbound Students

By discussing the acceptance system of Waseda students during regular visits to partner universities, Waseda GLFP students are now accepted into special communities: "the Honors Program" at the University of Washington and "the Scholar's Program" at the Columbia University. With the support of faculty and staff from the host universities, students are spending a fulfilling study abroad experience.

Public Relations for the Inbound Students

In preparation for the selection of U.S. students in 2014, promotion of the program was done at the Study Abroad Fairs held at the University of California at Berkeley, and also Columbia University in September 2013. Students currently studying at each University helped in this effort. Sharing a promotional video of Waseda as well as brochures of the program prepared for U.S. students helped greatly in recruiting prospective U.S. GLFP students.



Student-Mobility

Sending Japanese Students

In Fall 2013, 10 students were sent as the first Waseda GLFP fellows. In Fall 2014, 12 Waseda students will be sent to U.S. partner institutions, including the newly joined Johns Hopkins University.

Accepting U.S. Students

By concentrating on the recruitment of U.S. students, although the initial quota was set at 10 students, it was increased to 12 students in Fall 2014 at the request of U.S. partners.

	2011	2012	2013	2014	2015
Outbound	—	5*	10	13	14
Inbound	—	9*	0*	12	14

*Student exchanges started under the existing exchange agreements.
2013 is actual exchanged quota



Re-Inventing Japan Project

Waseda University Global Leadership Program (Adopted year: FY2011, Type B-1) In FY2014

【Summary of project】

The Global Leadership Program (GLP) is based on the vision of Waseda University's founder Shigenobu Okuma whose educational philosophy is aimed at creating "Harmony between Eastern and Western civilizations." The GLP is a program that nurtures human resources who can exhibit strong leadership in various fields in our global society. Through collaborative education with our seven U.S. partner universities (five in the east, two in the west), this program nurtures not only Waseda's undergraduates, but undergraduates of the U.S. as well, to become global leaders of the future.

【Aim of project, Human resource development】

Aim of project: With the rise of Asia in recent decades, the economics, politics, and cultures of the world have become more complex. An appreciation of issues not only of one country but of global society is in urgent need. The goal of the GLP is to foster individuals that have a solid knowledge of the histories, cultures, and societies of both Asian and Western countries. On the basis of this knowledge, and with respect for differing value systems, our hope is that these individuals will make informed decisions and wise judgments as they address these issues.

Human resources developed through the project: Our ideal global leader is the one who can further strengthen the "Harmony between Eastern and Western civilizations" and make informed decisions while respecting other value systems. They should have:

An understanding of the histories of Eastern & Western civilizations, cultures and societies

An appreciation of such universal values as courage, a commitment to service and the desire to improve the world

High intellect, excellent character, and communication skills

The ability to address global issues and exercise leadership in international and governmental organizations, the business world, universities, and more.

Contents of the Program, Preparation for the Program

Global Leadership Program 4th Annual Meeting

The 4th Annual Meeting of the GLP took place at the University of Washington in June, 2014. There were participants from six existing U.S. partner universities: Columbia University, Georgetown University, Dartmouth University, University of Pennsylvania, University of California at Berkeley, University of Washington. A total of seventeen faculty and staff members from U.S. universities attended and discussed together specific issues regarding the program, e.g., 1) a review of the Integrated Study Year introduced in September 2014, 2) the system for accepting Waseda students at U.S. universities, 3) a review of the internships developed for U.S. students, 4) recruitment of U.S. students, 5) and the assessment of the program.



Start of the Integrated Study Year

GLFP's Integrated Study Year started in September 2014. This is a one-year curriculum to be followed collaboratively by U.S. and Waseda students. It consists of two seminars and the Global Leadership Fellows Forum (the student forum, where the students take initiatives in defining global issues in Asia, work in teams to study those issues, and come up with proposals for solutions. Through their experiences, such as participating in the two seminars and the student forum, both U.S. and Waseda students are actually given the opportunity to learn how to further promote cross-cultural understanding and cooperation. Through the program, the U.S. and Waseda students can establish a community which is tightly bound by friendship. It is our hope that this community will be expanded with the participation of the second and the third cohorts of GLFP fellows.

Forming the University Network with Quality Assurance

Taking into Account the Credit Recognition System of U.S. Universities

In order to make sure the U.S. students can get credit at their home universities for the courses they take at Waseda in their major fields of study, Waseda has established a system for cooperating in this regard with their home institutions. We have also started a system where the U.S. students receive priority in registering for Japanese courses and/or specialized courses offered in English. Through such efforts, the first U.S. GLFP fellows, who began to study at Waseda in September 2014, have been able to receive credit for the specialized courses and Japanese courses they prefer, regardless of the Waseda faculty to which they belong.

Promoting Understanding of the Program Among University Staff Members and Students Through Our Visits to Partner Universities

We have visited our U.S. partner universities and held information sessions at their schools in order to recruit the next cohort of U.S. students. During each of these visits, students interested in the program had the chance to participate in these sessions, and we were able to have the opportunity to speak directly with them. With the help of the Waseda exchange students on their campuses, we sought to increase students' awareness of this program. In addition, during these visits we held interviews with the candidates for the second cohort of students for this program. We could clarify many points which were not clear from their application materials, and we could confirm the reasons why the persons in charge at the partner universities recommended the students with confidence.

Curriculum Examination Committee

Faculty and staff in charge of the program at Waseda established a committee to review and discuss the curriculum for incoming U.S. students.

Internationalization of the university Information disclosure and Publication of outcome

Improving the Content of the Courses Provided in the Program

In order to differentiate the "Global Leadership Studies (GLS)," an important component of the GLP, from another university-wide undergraduate minor "Global Studies (GS)" established in 2014 in line with the Project to Develop Global Human Resources, we have classified the GLS courses according to their content and objectives, thereby clarifying the distinctive features of each minor (GLS and GS). As a result, the total number of GLS courses provided decreased (53 compared to the previous year's 96); however, through the various, practical courses that make it possible to acquire high-level English proficiency, many students who were preparing to study abroad or who had returned to Japan and wished to improve their skills enrolled in GLS courses. The student-course ratio increased (2,219 students compared to the previous year's 2,332), and the number of students per course rose.

Dissemination of the Program/Outcomes via the Website

In order not only to give practical information about the program but also to introduce the activities of participating students, an Archives page was newly established. The page is linked to the GLP website and by having students post updates about their activities, their experiences and their sense of how they have grown, the page has been of great help in learning about the students' experiences, spreading knowledge about the program to people not affiliated with Waseda, and recruiting students both from Waseda and our U.S. partner universities.



Promotion of Student Mobility Environment

Recognizing Credits Earned by Waseda Students During Their Study Abroad

Through advising support given Waseda students from the faculty and staff members in charge of GLFP at each partner university, the first cohort of Waseda GLFP fellows have been able to smoothly have their credits (earned at partner universities) recognized by the Waseda faculty to which they belong after returning to Japan. With the full support from the faculty/staff members at each partner university, the students have been able to full enjoy their study abroad experience.

Finding Companies/Organizations for Implementing Internships for Incoming Students

In 2014, we concluded agreement with six companies/organizations in Japan for internships for U.S. GLFP students. Seven out of eleven students took part in internships for one month starting in February 2015. This turned out to be a huge success; the students were very satisfied with their internships which could not have been possible without their being in Japan.

Student Mobility

Sending Japanese Students

In fall 2014, 11 students were sent to the U.S. as the second cohort of Waseda GLFP fellows. The third cohort of Waseda GLFP fellows will be selected mainly from Waseda students newly enrolled in 2015. We are planning to send 15 students to U.S. partners in the fall of 2015, including to the newly joined Dartmouth University.

Accepting U.S. Students

As a result of the efforts to recruit U.S. students, 11 ambitious students applied for the program; however, five withdrew due to unavoidable circumstances including financial reasons. As a result, six students are to come to Waseda in September 2015. We are going to accept students from the newly joined Dartmouth University beginning in September 2016.

	2011	2012	2013	2014	2015
Outbound	—	5*	10	11	14
Inbound	—	9*	0	11	14

* Student exchange started under existing exchange agreements.



Re-Inventing Japan Project

Waseda University Global Leadership Program In FY2015 (Adopted year: FY2011, Type B-1)

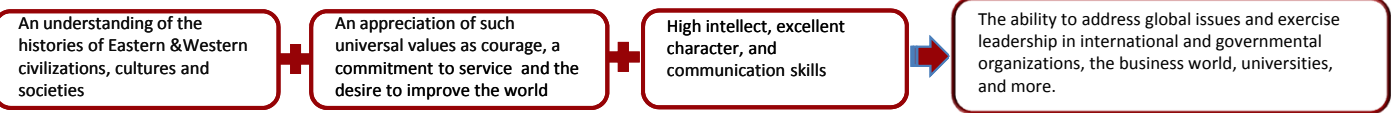
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【Aim of project, Human resource development】

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Human resources developed through the project: Our ideal global leader is one who can further strengthen the "Harmony between Eastern and Western civilizations" and make informed decisions while respecting other value systems. They should have:



Contents of the Program, Preparation for the Start of the Program

Global Leadership Program 5th Annual Meeting

The 5th Annual Meeting of the GLP took place at Waseda University in June, 2015. There were participants from six existing U.S. partner universities: Columbia University, Dartmouth College, Georgetown University, Johns Hopkins University, University of California at Berkeley, and University of Washington. A total of 24 faculty and staff members attended and discussed together specific issues, regarding the program, e.g.,

- 1) A review of the Integrated Study Year,
- 2) Internships for American students,
- 3) Recruitment of U.S. students,
- 4) Assessment of the program.



Student Forum Presentation

In June, 2015, as part of the annual meeting, the first presentations by students in the Global Leadership Fellows Forum were made at the Okuma Memorial Tower. Many people, both from within and outside of Waseda, attended the presentations by the five student groups. The quality of student presentation was excellent and many questions were asked from the floor.

Integrated Study Year

The second year of the GLFP's Integrated Study Year began in September, 2015. This is a one year curriculum in which U.S. and Waseda students study together. Before the classes were started, in order to build a successful community and lessen anxiety among the American and Japanese students, a field trip to Karuizawa was conducted. The classes during the Integrated Study year include two required courses, one of two seminars as well as the Global Leadership Fellows Forum. In the Forum the students work together in teams to do research on and propose solutions to selected global issues. Through their experiences, such as participating in the two seminars and the student forum, both U.S. and Waseda students are actually given the opportunity to learn how to further promote cross-cultural understanding and cooperation. Through the program, the U.S. and Waseda students can establish a community which is tightly bound by friendship. It is our hope that this community will be expanded with the participation of the following cohorts of GLFP fellows.

Finances

Waseda University decided to continue the Global Leadership Fellows Program (GLFP) even after the government funds end in March 2016. With the aid of some external support as well as support from various sections within Waseda, the University will continue this program with its own funds.

Forming the University Network with Quality Assurance

Curriculum Examination Committee

Faculty and staff in charge of the program at Waseda established a committee to review the GLFP program periodically.

Internationalization of the University Information disclosure and Publication of outcome

Dissemination of the Program/Outcomes via the Website

We have created a page linked to the GLP website on which students post updates about their activities and experiences. The page has been of great help in learning about how students have grown during the program. It has also helped spread knowledge about the program to people not affiliated with the program and to prospective students at Waseda and at our partner schools.

Publication of GLFP 1st. Cohort Students' Report

Drawing on the experiences of GLFP students both in their classes and in their out-of-class experiences, the First GLFP Student Report was published. It was sent to all related institutions and organizations to make the program better known.



Promotion of Student-Mobility Environment

Expansion of GLFP Partner Universities

Current U.S. partners of the GLFP are located on the East and West coasts of the U.S. To expand the program further, Waseda's faculty and staff visited midwestern universities (University of Chicago, Northwestern University and University of Michigan) to discuss their possible interest in joining the GLFP. Their impressions of this program was favorable and it is highly likely that in the near future they will join the GLFP as partner universities.

Student Mobility

Sending Japanese Students

In fall 2015, 15 students were sent to the U.S. as the third cohort of Waseda GLFP fellows. The third cohort of Waseda GLFP fellows will be selected mainly from Waseda students newly enrolled in 2015. We are planning to send 14 students to U.S. partners in the fall of 2016.

Accepting U.S. Students

Six U.S. students were enrolled in the fall of 2015. Since this is fewer than expected, Waseda put extra effort in helping U.S. partners recruit to students to the program. As a result, there will be eleven students coming to Waseda in the fall of 2016.

	2011	2012	2013	2014	2015
Outbound	—	5*	10	11	15
Inbound	—	9*	10*	11	6

* Student exchange started under existing exchange agreements.