



**WASEDA UNIVERSITY**

# Global30 Project Follow-up FY 2012 WASEDA University

Follow-up of AY2012 project to promote forming network for the University's internationalization

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# 1. Waseda's Internationalization Strategy and G30



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## Waseda's Internationalization Strategy and G30

From the past Waseda of Japan to the future WASEDA of the world

For the past decade, Waseda University has achieved many reforms for internationalization. Especially, in "Waseda Next 125", a project which drafted blue print of the university within 10 years from AY2008, we positioned internationalization as the first priority. Also, we have aimed to have Waseda **elevate its status as a Japanese university to become a truly global university**. As G30 was adopted this time, we could expand/deepen Waseda's internationalization project. We will continue to progress reforms for the university's internationalization.

### Internationalization of Education

- Accepting 8,000 international students
- Opportunities to study abroad to all Waseda students
- Career support for international students
- Promoting FD
  - Training to Liberal Arts College in the U.S.
- Targeting 20% of foreign faculty in Waseda
- More English curriculum in undergraduate schools
- Global College Program
- Japanese Education Program
  - International students can acquire a certain level of Japanese ability at the time of education

### Internationalization of Research

- Partnership of international research
  - Graduate university related to joint environment project with Peking University
- Creating new academic fields
- Recruiting top notch foreign researchers
- Partnership with international universities and institutions
  - International tie-up in technology transfer and incubation activities
  - International coordinator
- Expanding international research hubs

## From the past Waseda of Japan to the future WASEDA of the world

- Changing Academic Calendar
- Strategy for better overseas hubs
- Establishing new financial base
  - Constant fund raising, issuance of university bond, established various funds
  - Cost reduction by structural reform
- Internationalization of campus
  - (Plans for barrier free, multi-lingual signs)
- More dormitories
  - (Accommodating 3,000 international student and students from rural area)
- Localization of websites, multi-lingual faculty
- Reforming system of adjunct foreign faculty

### Internationalization of Management and Infrastructure

- Disseminating education/research result overseas
  - International News Letter
  - Multilingual transmission of research results
  - Dissemination of materials overseas
- Giving research results back to society
- More international volunteers
  - Volunteer activities in over 20 country in the world
- Education/research support to the regions where higher education is in development phase
  - Asia, Africa, Middle East, South America

### Internationalization of Social Contribution



## 2. Performance of This Project





## ① Major Performance and Its Spillover Effect

- Number of international students up 47% compared to AY2008.  
⇒ Change of awareness of Japanese students/faculty (awareness to overseas)
- Exchange students dispatched to overseas up 56% compared to AY2008  
⇒ Nurturing global human resources
- Adoption ratio of foreign faculty increased  
Foreign faculty occupied 12.2% of all newly appointed faculty in AY2009 and after, compared to 8.6% of that in AY2008.  
⇒ Invigoration of education, increased number of joint researchers with overseas institutions
- Effective utilization of Joint Office in Bonn (Germany)  
⇒ Presence improvement of Japanese universities, promotion of exchange between universities, and information sharing through Study Japan Fair





## ② Course Features and Students' Voices

The Japanese and Global Political Economies Course, Global Political Economy Course (Faculty of Political Science and Economics)

### Features

- Class of low student-to-teacher ratio (seminar)
- Active participation in **internship**
- **Study Tour** to experience Japanese culture

### Achievements

- ✓ Satisfaction with hospitable support by “**teacher to individual student system**”
- ✓ High educational effect by **hybrid education** (education both in Japanese and English)
- ✓ High learning effect by **practical classes**
- ✓ Realizing high quality **internship** and nurturing idea of working in Japan

### Students' Voices



**Lee Hye Rym**  
 School of Political Science and Economics, Department of Political Science

I entered School of Political Science and Economics, because I can learn politics and economics simultaneously. The more I learn, the more I found the two fields are closely connected each other, making me more interested in both fields. I also like the environment where I can learn with classmates who have various nationalities and cultural backgrounds.

**Dilmurad Yusupov**  
 Graduate School of Economics, Global Political Economy Course

One of the biggest advantages of Graduate School of Economics is the excellent academic environment. It is a place where distinguished professors and researchers in various fields of study and international graduate students who are highly motivated to gain cutting-edge knowledge in economics gather together from around the world. I have enjoyed the multicultural diversity presented by students from all over the world.



Internship Program in Major Corporations

Period	City	No. of students
March, 2012	Tokyo	2
	Tokyo	7
August and September, 2012	Singapore	2
	Shanghai	2
	Seoul	1





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## ② Course Features and Students' Voices

### Undergraduate/Graduate Courses (Faculty of Science and Engineering)

#### Features

- **Programs in diverse fields of specialization**; 11 departments in 3 schools of science and engineering for undergraduates, at 9 departments for students in master's courses, at 19 departments for students in doctoral courses in 3 graduate schools of science and engineering.
- **Acquiring high levels of knowledge and skills**. backed by history and tradition
- **Experience-oriented learning** prioritized
- **Fostering international mind** derived from diversity of students' nationality

#### Achievements

- ✓ Satisfaction with the environment where you can exchange various international students
- ✓ Satisfaction with hospitable follow-up by professors
- ✓ High learning effect by through experiment education where you can acquire practical skills (Experiment support by faculty and engineering staff, high quality research equipments)

#### Students' Voices

##### Undergraduate Student

- ✓ Though I am busy for classes, I spend quality university life, as I also enjoy circle/club activity and part-time job.
- ✓ Though I am busy, I can engage in sophisticated research. So, I am happy to study abroad to Waseda University.
- ✓ I have many opportunities to interact with graduate students of the same course, which makes me excited.

##### Master Student

- ✓ Support by University is great, such as providing explanation session to each individual in English after school .
- ✓ When I question to instructors by email after class in Japanese, I can get a kind reply from them.
- ✓ I am satisfied with the current research level and my friends. I am thinking of taking doctoral program.







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## ② Course Features and Students' Voices

### Contemporary Japanese Studies Program (Faculty of Social Science)

#### Features

- New **multidisciplinary approach** to Japanese Studies: humanities, natural sciences and social sciences
- Research across **four thematic areas**: Japan in the World, Culture and History, Society and Politics, Technology and Environment
- Fostering **leaders** who can help solve **global** issues
- Low student-to-teacher ratio
- **Communication skills** tailored to the global era

#### Achievements

- ✓ Creation of an **international** study and research environment
- ✓ Successful **guidance** of students in school life
- ✓ First-hand experiences beyond the frame of regular classes through a **study field trip**

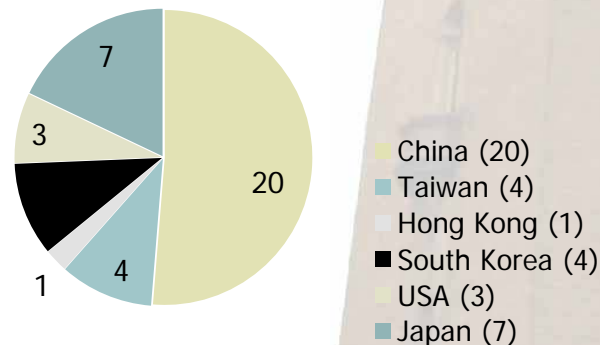


#### Students' Voices

“Studying at the CJSP is exciting not only because of the diversification of its contents, but also because of its small classes that provide a good chance for active discussion and brainstorming. There are also Japanese students who join us and study together. I enjoy this way of teaching that helps me a lot to gain a deeper understanding of contemporary Japan. Things that I learn at the CJSP are quite useful. I am so happy that I am learning valuable skills, such as doing research, and mixing study into practice. Life in CJSP is warm. Waseda had meticulous Japanese language courses to help you achieve Japanese proficiency. Moreover, the office staff is so warmhearted and helpful. I am very grateful to them.”

(Ms. Zuo, Ling Yue 2nd Year Student from China )

Number of Students per country (Undergraduate)



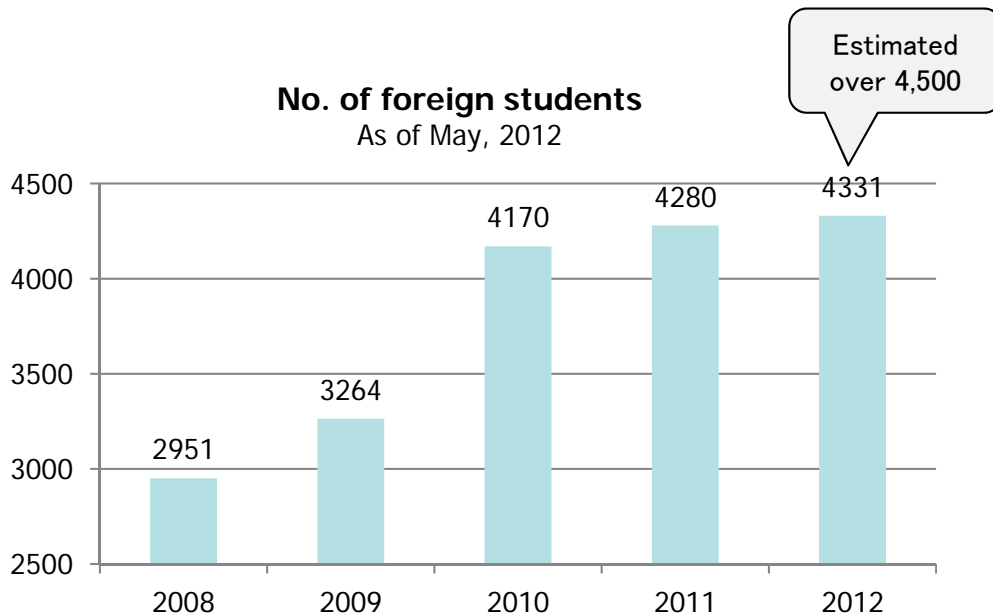
2011 CJSP Freshmen at the Toyota Museum, Aichi Pref.



## ③ Acceptance and Foreign Students and Dispatch of Japanese Students

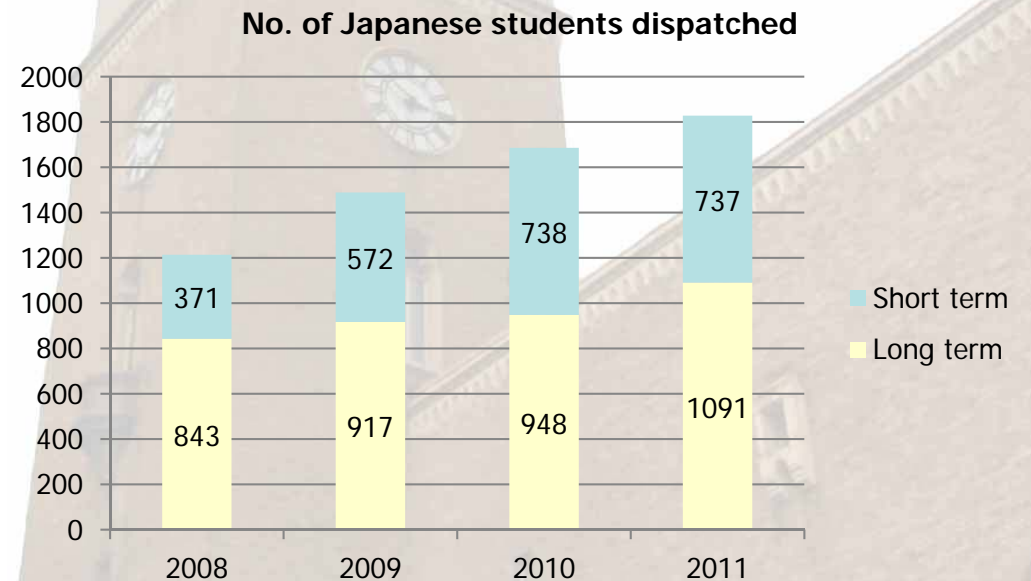
### Acceptance of Foreign Students

Waseda University actively promote acceptance of foreign students. For the past 5 years, we have seen 47% increase of foreign students. The number foreign students decreased in AY2011 due to Great East Japan Earthquake. For AY2012, the number is 4,331 foreign students as of May 2012, and we are estimating the number will increase to over 4,500 in March 2013.



### Dispatch of Japanese Students

While some people point out Japanese students' reluctance to go to foreign countries, 82% of students want to go abroad before graduation for some purpose, according to the survey subject to Waseda students. Thanks to such mindset of students combined with better environment for studying abroad by the University recently, the number of students who have studied abroad rose by 57% compared to AY2008. The number is expected to increase constantly in the future.





## ④ New Implementation of Partnership Program with Overseas Universities

### Internationalization of Education

#### “Global Honors College” Program ~Borderless Solution~

Waseda University implemented Global Honors College Program with the world's 7 leading universities (Columbia University, Yale University, Harvard University, Washington University, Peking University, Korea University, National University of Singapore) and developed a program to discuss the global issues society is now facing.

#### “Double Degree Program” ~Global Degree Honoring System ~

Waseda's Double Degree Program has been done since 2005 with Peking University, Fudan University, Nanyang Technological University, National Taiwan University, National University of Singapore, and Columbia University, respectively. In 2012, we started dispatching/accepting students taking Master's Double Degree Program with our “Graduate School of Environment and Energy Engineering” and Peking's “College of Environmental Science and Engineering”. We also plan to start the double degree program between Korea University and our “School of Political Science and Economics”

#### “Summer School” ~Internationalization of Japanese Students~

We opened “Yale University Summer Program”, “Waseda/Oregon Summer Japanese Program”, and “Summer School of Graduate School of Asia-Pacific Studies” and developed programs to meet the needs of students who want to study abroad in short-term.

#### 「Global College – Asian Business Studies」

##### ~Nurturing Future Businesspersons~

10 students are selected from Waseda, the Chinese University of Hong Kong, and Fudan University, respectively, as Global College students. Those 30 students elected stay each university for half a year and learn about business in Asia.

### Internationalization of Research

#### Joint Research

- Pilot implementation of medical engineering tie-up program with Kaohsiung Medical University in Taiwan
- Shared Education Program with Dalian University of Technology (software field)

#### Establishment of Joint Graduate University

Waseda University and Peking University have founded a Double Degree Program of “Environment / Sustainable Development Studies”



Global Honors College Program



Yale University Summer Program



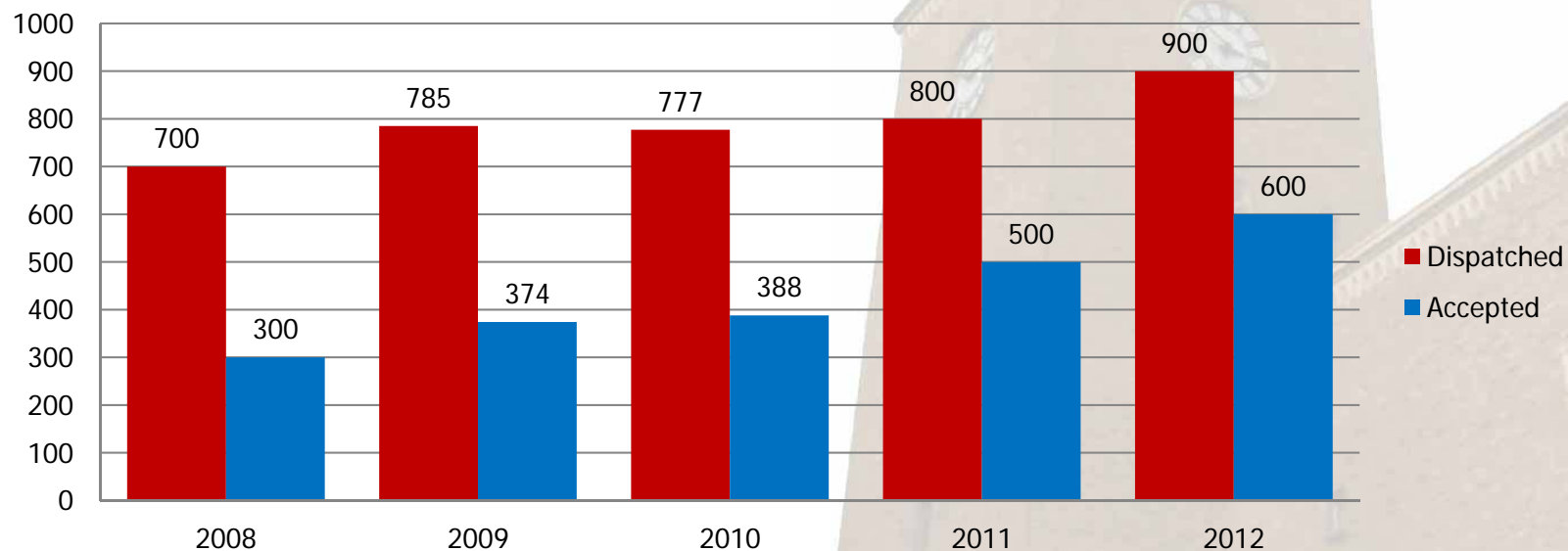
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## ⑤ Expansion of Student Exchange Based on Agreements with Overseas Institutions

### Acceptance/Dispatch of Students Based on Agreements with Overseas Institutions

As below, acceptance/dispatch of students based on agreements with overseas institutions is steadily increasing, while, given the dissemination of internationalization to the whole university, more and more students are studying abroad based on departmental agreement (the agreement originally concluded between each schools/graduate schools/departments) In fact, we welcomed more than 4,000 international students in total in 2012. We also focus on promoting internationalization of Japanese students. Thanks to the development of short-term programs that meet the needs of students, the number of student dispatched abroad has been steadily increasing every year.

Trend of the No. of International Students Based on Agreements with Overseas Institutions





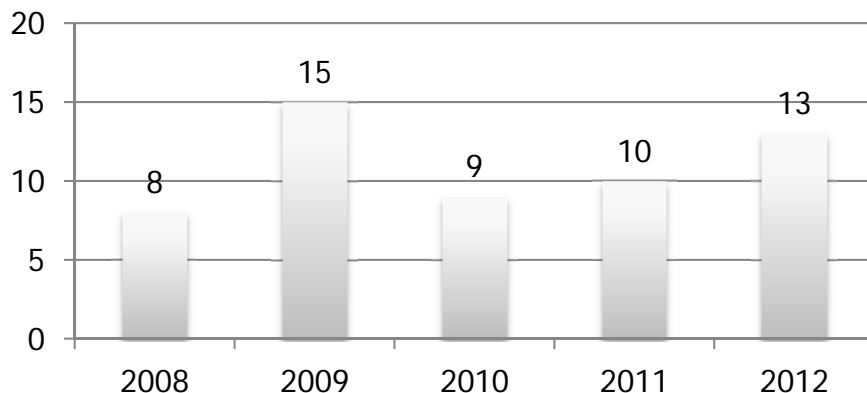


## ⑥ Enhancement of Education System

### Enhancement of Class Quality (Implementation of Faculty Development)

Waseda has implemented training in the partnership universities in U.S. since 2008. Dispatched to those partnership universities for 2 or 3 weeks, faculty will attend teaching method workshop, presentation skill lecture in English, class visit, sample lesson, etc. 54 faculty (including estimate in AY2012) have participated in the training for the past 5 years. We also implemented one-day FD Program (46 participated) in AY2012 for newly-appointed faculty of Waseda by inviting lecturer from overseas.

No. of faculty dispatched to overseas universities for FD Training



### Faculty's Voices (from the report)

- ✓It was so useful as I could visit classes in many fields and learn various teaching methods.
- ✓Sample lesson was great. Teaching on-site is a very precious experience. Also, as we had sample lesson at the end of the training, I could concentrate on the training until the end.
- ✓Lecture on teaching method was so beneficial to me. As I have not got education to educate people, I had lot of things to learn in this FD training. It was a good chance to reflect myself.
- ✓I like the way to operate class interactively and to operate class thinking about the understanding level of the students based on Bloom's taxonomy. I want to adopt those method to the lectures of my schools/graduate school.
- ✓The training gave me a chance to learn not only about class lectures but various programs Waseda is offering.
- ✓I have already started lecture using English, and I had a confidence to give a lesson of Open Education Courses in English next year.



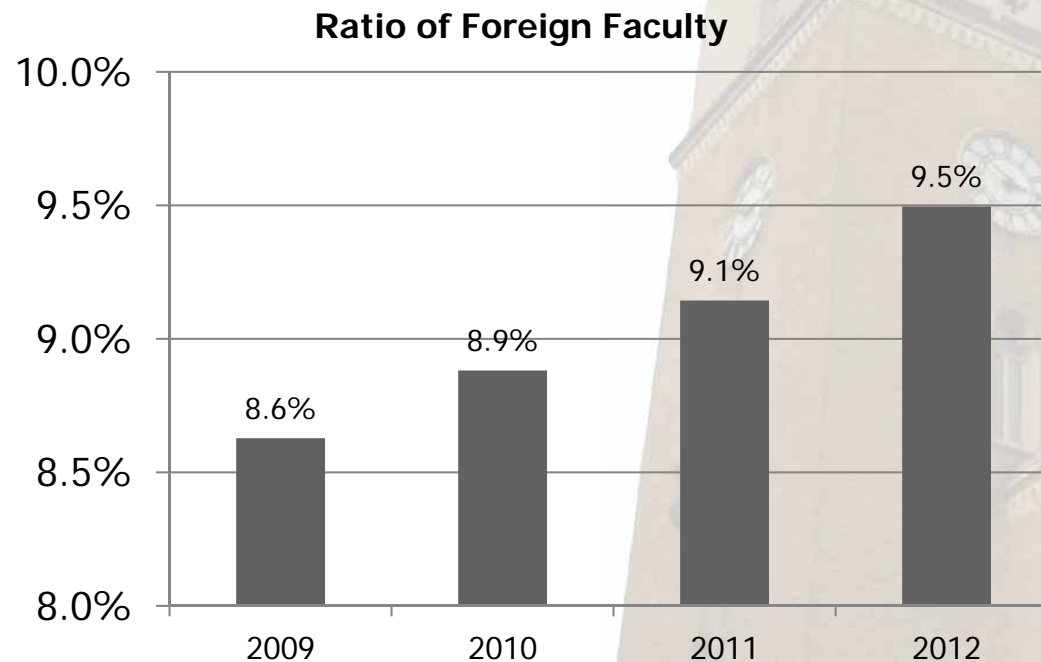




## ⑥ Enhancement of Education System

### Employment of Foreign Faculty and Japanese Faculty with International Experience

To formulate a global hub of education and research where variety of knowledge, cultures, languages, and spirits interacts one another, Waseda University actively employ foreign faculty. Recently, foreign faculty occupies about 12% of all the faculty newly employed. Accompanied by the fact, the ratio of foreign faculty to the entire faculty has been growing steadily. On the other hand, ratio of Japanese faculty who have international experience (e.g. those who acquired degree in universities outside Japan, or engaged in education/research for more than one year in foreign countries) has also been increasing.





## 3. Waseda's Efforts





## ① Course Where Students Can Acquire Degrees Only with English Classes

### a. Programs Opened

In September 2010, programs of School/Graduate School of Political Science and Economics, School/Graduate School of Fundamental/Creative/Advanced Science and Engineering got off to a good start. The next year, September 2011, program of School of Social Science opened, followed by program of Graduate School of Social Science in September 2012. That resulted in the opening of all the planned English degree programs (5 programs in Schools, 9 programs in Graduate Schools)

### b. Efforts for Securing Students

**AO Admission:** To secure diversified students, we adopt AO entrance exam. To realize better entrance exam system, we overhaul and improve exam method, application eligibility, exam period, result of standardized test, materials to be submitted, etc.  
**Recommendation by Designated Schools:** To secure excellent students, we adopted exam for students recommended by schools we designate. We selected excellent high schools in China, Korea, and Taiwan for the entrance exam of September 2011 and after.

Programs	School/Graduate School	Program started	Degree offered	Enrollment (As of Apr. 2012)
Department of Global Political Economy	School of Political Science and Economics	2010/9	B	60
Political Science Course / Global Political Economy Course	Graduate School of Political Science	2010/9	M	6
Applied Economics Course / Global Political Economy Course	Graduate School of Economics	2010/9	M	41
International Program	School of Fundamental/Creative/Advanced Science and Engineering	2010/9	B	43
International Program	Graduate school of Fundamental/Creative/Advanced Science and Engineering	2010/9	M/D	75
Contemporary Japanese Studies Program	School of Social Sciences	2011/9	B	24
Contemporary Japanese Studies Program	Graduate School of Social Sciences	2012/9	M/D	3 (As of Sep. 2012)



## ① Course Where Students Can Acquire Degrees Only with English Classes

### c. Efforts for High Quality Education

**Faculty:** By adopting faculty members who have engaged in education/research internationally (e.g. members who founded international institutes, those who have become dean of foreign university, those who have achieved education/research activities in multiple countries, etc.), we improved systems to offer diversified classes and research instructions to international students.

**New Employment:** By imposing sample lesson to interviewees, we can employ faculty members who meet the needs of Waseda University.

**Curriculum/Teaching Materials:** Faculty members who engaged in education/research overseas for a long time participate in the creation of curriculums. Also, each faculty member in charge originally prepares teaching materials as well as textbooks.

**System Improvement:** Divisions in charge of this project have thoroughly improved systems to establish programs by supplementing faculty members and staff and providing them with trainings.

**University-wide Cooperation:** By having a weekly meeting between Divisions in charge (Schools and Graduate Schools) and the university-wide organizations (International Affairs Division, Academic Affairs Division), we grabbed and responded to various problems in implementing this project. Moreover, we have built up support process to help students promptly.

### d. Efforts to Improve Quality of Education

**FD (Faculty Development):** Waseda University positioned FD as the first priority policy. We established FD Committee which is the university-wide organization, and FD Center to strengthen systems for better quality of FD activities and for making them practicable. We also strive to enhance the quality of lectures by sending our faculty members to the designated universities in the U.S.

**GPA (Grade Point Average):** Along with entire introduction of GPA, we adopt the standardized score evaluation index for the students who entered Waseda in 2010 and after. We also improve items on Web syllabus to provide students with better information on classes/lectures.

**Survey for Student on Classes:** By implementing university-wide survey and improving the way of response, we have raised response rate to enhance efficiency and validity.

**Class Support System:** By promoting introduction of university-wide class support IT systems, we have raised utilization rate of the system in classes.

**Better Student Instruction:** We have made efforts to thoroughly instruct students who seldom attend classes and whose credit acquisition is poor.





## ② Environment Improvement for Accepting International Students

### System to Accept International Students

#### ○ Unification of Entrance Examination, etc.

By establishing “International Admissions Office”, we aim to materialize entrance exam system which is easy to understand for examinees. We also unified internal procedure for placement of international students and admission application that each Schools/Graduate Schools have individually adopted. Moreover, we actively reached out to excellent students in various foreign countries throughout the world to have them enter Waseda.

#### ○ Entrance Examination Not Requiring Coming to Japan

To secure excellent international students, we created a new system of entrance exam that does not require them to come to Japan.  
Ex: AO Admission Exam in School of Political Science and Economics, School of Fundamental/Creative/Advanced Science and Engineering, and Faculty of Social Science, Entrance Exam for students recommended by designated Schools, admission system for students under Ting Hsin International Group: Tingyi (Cayman Islands) Holding Corporation Scholarship, Acceptance of Student from Vietnam International Education Development of the Ministry of Education and Training (VIED-MOET)

#### ○ Scholarship

Offering G30 Scholarship, Waseda’s original Scholarship, scholarship from overseas, we have improved environment for international student to study in Japan.

Ex: The State Scholarship Study Abroad Program for Graduate Studies at the China National University of Construction by Chinese Scholarship Council, Scholarship for Students from ASEAN and government within ASEAN Region/Asia, WASEDA Asia Special Scholarship (WASS), Ting Hsin International Group: Tingyi (Cayman Islands) Holding Corporation Scholarship

#### ○ System Reform

Introduction of “Quarter System” that promotes study abroad, reconstruction of Japanese Education Course, and introduction of “Instructor System”, etc.

#### ○ Enhanced Housing Environment

A new student dormitory located within the Waseda University Nakano International Community Plaza is currently scheduled to open in AY 2014 to accommodate more international students. This large-scale student housing will be home to about 900 Japanese and international students and serve as another hub for cross-boundary exchange, as with Waseda’s 20 other student dormitories which have already been in service (resident capacity totaling to 1,313). It will also provide its residents a place of interaction with local communities.

We started G30 Scholarship in AY2009, candidates of which we have decided mainly in the bracket of students who would enter Master’s Graduate School from abroad. So far, we granted this scholarship to 35 students from 12 countries.







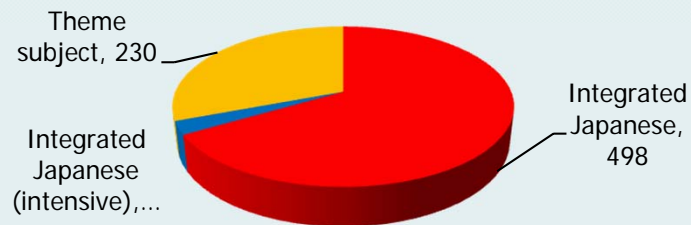
## ② Environment Improvement for Accepting International Students

### ○ Japanese Language Support

We believe it is highly significant for international student to improve Japanese ability for their career and life in Japan. So, we focus on Japanese education for international students by setting up Graduate School of Japanese Applied Linguistics.

#### ① Establishment of Japanese Learning Classes

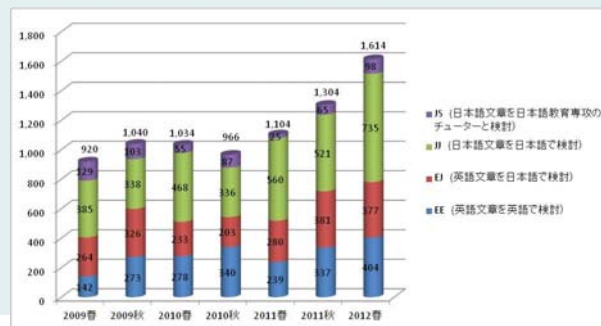
Number of Credit by Class Category (Second semester of AY2012)



#### ② Establishment of Writing Center

~System to Cope with Instruction of Japanese Writing for International Students~

Employed 2 Research Associates who will educate Master/Doctor students to become tutors in charge of instruction.



### ○ Career Support for International Students

#### Services in English & Strengthening Support for Globally-Oriented Students

- ✓ Career Consultation in English
- ✓ Career Guidance for International Students
- ✓ Job hunting Seminars (ABCs of Job Hunting, Japanese Industries and Companies, Filling Out an Entry Sheet, Preparation for Interview and Group Discussion, Manner Seminar, etc.)
- ✓ On-Campus Job Fairs: Introduced 200 companies that are actively seeking and hiring international students
- ✓ Issuing recommendation letter for Special Activity visa (job hunting). Similar services are available to our graduates who meet the necessary requirements.





## ③ Internationalization of Hub Universities and Formation of Network

### a. Internationalization of Waseda University

Waseda is progressing its internationalization both strategically and multilaterally. We see internationalization from the 4 aspects: “Education”, “Research”, “Management infrastructure”, and “Social contribution” and promote specific measures for internationalization.

### b. Network with Overseas Organizations

So far, Waseda University has actively concluded agreements with overseas universities and institution and promoted exchange of students/researchers. As of AY2011, the number of our partnership universities and institutions amounts to 417 (77 countries). In the future we will make effort to enhance those network. In addition, we are promoting internationalization with the world trend in mind by forming various consortiums with the world’s leading universities.

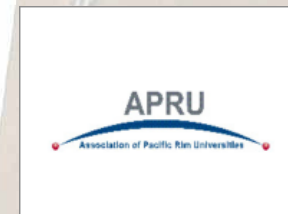
早稲田大学協定校一覧

Type of Agreement	Number of Agreements	Number of Universities/Institutions	Number of Countries
University-wide Agreements 大学協定	348	417	77

### 【Overseas Consortiums】

- APRU (Association of Pacific Rim Universities)
- U21 (Universities 21)
- IAU (International Association of Universities)
- Venice International University
- APAIE (Asia-Pacific Association for International Education)

Global Network







## ③ Internationalization of Hub Universities and Formation of Network

### c. University Management Underpinning Internationalization :

#### ○ Overseas Offices

We have 10 Overseas Offices (Asia: 5, U.S: 3, Europe: 2) and engage in various activities that meet the needs of each region (e.g. Research and education project support, support for learning/lives of students dispatched from Waseda University and crisis management, student placement /screening in the area adjacent to each Overseas Office)

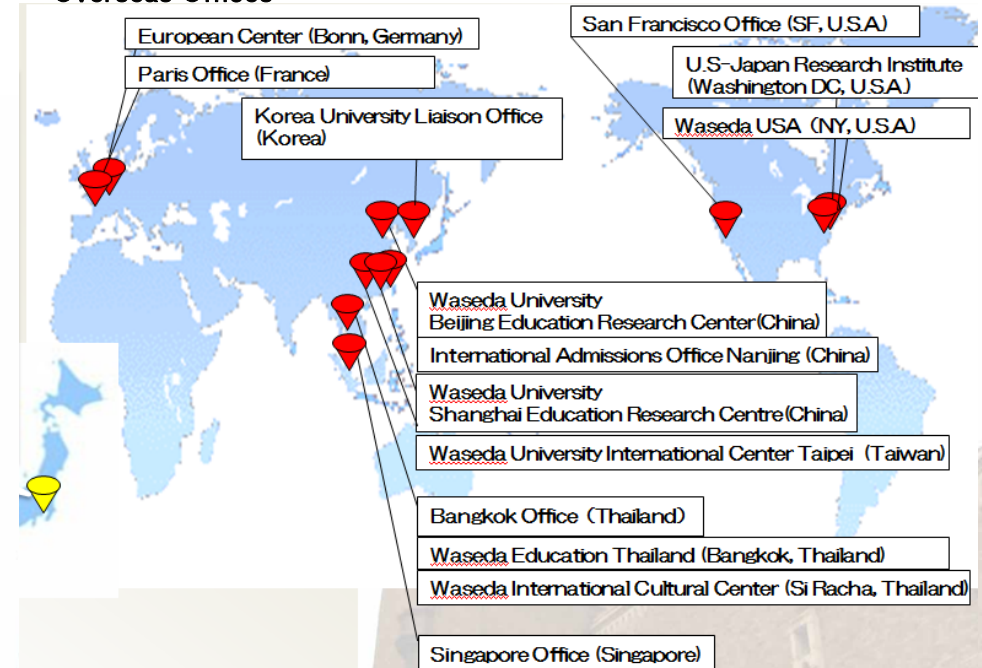
#### ○ Support for Foreign Faculty, etc.

In November 2009, we established International Scholar Services (ISS) where foreign faculty and their family can receive service on securing accommodation in Japan, procedure to stay in Japan, medical services by just dropping by the facility. In addition to those supports, ISS plans to offer social activity so that they can get used to their lives in Japan.

#### ○ Reinforcement of Administrative Operations That Fits to Internationalization

In allocating human resources to G30-related divisions and international division, we select employees who have studied abroad, engaged in business in foreign countries, or have foreign nationality, through adoption by their career, adoption of those who just graduated from university, or relocation. (So far, we have allocated Chinese, Korean, and Singaporean employees to those depts.). We also provide faculty with various trainings like Staff Development Program (SD) in overseas partner university. In addition, many of our internal documents were translated into English thanks to newly established Translation Center.

### Overseas Offices



ISS Social Gathering for Foreign Faculty



## ③ Internationalization of Hub Universities and Formation of Network

### d. Overseas Office for Joint Utilization (European Center in Bonn)

European Center in Bonn, Germany of which Waseda is in charge was established in 1999 to support Waseda's research and education. Since its establishment, full-time faculty are stationed in the center to provide support for collaborative research/education about Europe and Japan related issues between Waseda and German universities.

### OPR Activity on Domestic Universities in Germany

We participated in the study abroad fair hosted by universities in Germany and its neighboring countries 5 times. There we provided information about Japanese university.

### OProvision of "One-stop Service", etc.

Making effort to expand office function, we secured meeting space in the Office that can be provided to outside organizations. Also, we established system to collect information about G30 programs and Japanese university and provide them to people who are interested in them. In addition, we created environment that can respond to remote meetings and interviews

### 【Achievements】

- ✓ Explanation of current status of higher education in Germany
- ✓ Inquiry about business experience of the office as overseas office
- ✓ Remote interview through teleconference system



Overseas Office for Joint Utilization (Bonn)



Study Japan Fair (Bonn in December 2011)





## ③ Internationalization of Hub Universities and Formation of Network

### e. Evaluation Result and Points to be Improved

#### ○ Programs/projects pointed out in the interim evaluation and follow-up

For the “**Necessity for establishing system where education contents, score evaluation should be properly managed throughout the university**” pointed out as a result of interim evaluation, we will continue to **guarantee quality of education** in the new Mid- and Long Term Plan we are now drafting. In drafting the plan, we will further **promote university-wide fundamental education** such as Tutorial English, “Creation of Academic Documents”, “10Thousand People’s Math” we have done before, progress the discussion on establishing “Teaching and Learning Center”, and also **discuss the way to disseminate Waseda’s better quality of education throughout the society**. Moreover, we **will also discuss how the score management should be and promote improvement of education based on questionnaire by students about classes**. In addition to the questionnaire, we will solve each problems and challenges through regular discussion and mutual check with **committees of each School , Graduate School and Department** for better quality of education.

For another advice “**It is desirable to plan more concretely the future development after support term expired including the issue of budget**”, we focus on the cost of hiring faculty. We will make efforts to **adopt faculty who can give lecture in English** when we release full-time faculty at the retirement age or when we supplement faculty (without tenure) we have hired already. On the other hand, there is a limitation of newly hiring faculty, so we will provide better trainings like FD Program we have done already and **boost the English ability of the existing faculty**. For the cost of hiring staff, we will employ human resources who can do the international administration work when the staff of baby boomer generation retire Waseda. At the same time, we will provide better quality of training to **foster staff who can catch up with Waseda’s internationalization**. We have tried to allocate the budget to the other cost and expenses during the project as efficiently as possible. Even after the end of G30, we will thoroughly manage spending, identifying what is needed and what is not, and will realize effective operation within the budget.

In addition, we are progressing preparation to implement **external evaluation** to objectively evaluate the whole internationalization projects including G30 down the road.





## 4. Expense Breakdown





## ① Expenditures

### ○ Trend of Amount and Spending

In the 2<sup>nd</sup> year of this project, there was an amount reduction of grants-in-aid program, and we strived for effective use of our budget, allocating budget mainly to the indispensable items. In the first AY of the project, spending for improving infrastructure (such as translation of web pages into English) occupied most of our budget, while in the second AY and after, cost for hiring those who would implement the project occupied the most.

### ○ Implementation of Internal Audit

In addition to audit for public grants by Internal Audit Office, International Affairs Division, which is in charge of the whole operation of this project, audited the current budget spending status of each Division.

(AY 2009)

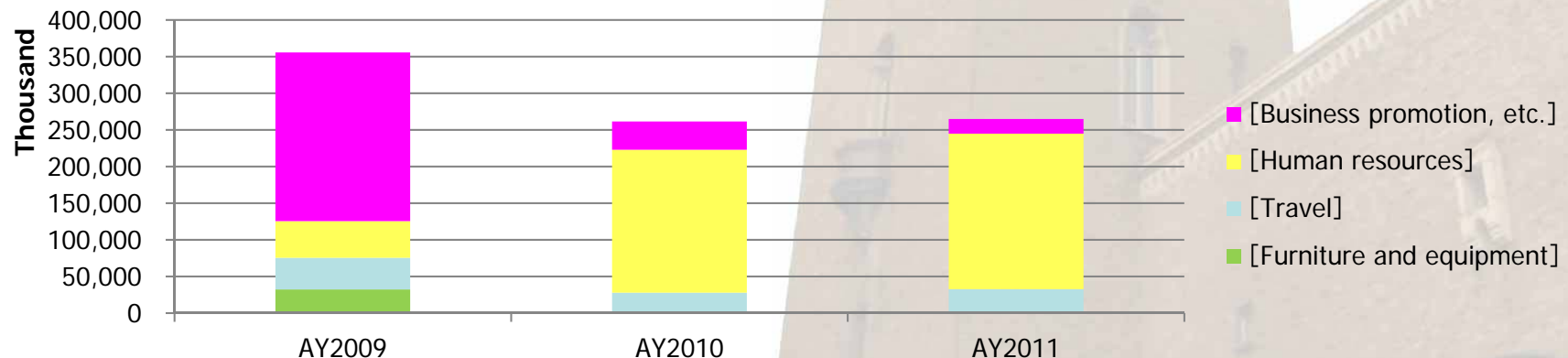
In the 1<sup>st</sup> AY of this project, we spent budget mainly for improving infrastructure of G30. Therefore, we allocated the budget mainly to “overseas recruiting activities for the project” and “Japanese-to-English translation of internal documents and web pages of each division” Also, as we aimed to solidify administrative organization for this project, we hired necessary administrative staff and offered trainings to the concerning staff.

(AY 2010)

In the 2<sup>nd</sup> AY, we allocated grants preferentially to human resources indispensable for this project, because we could not obtain the amount which was initially scheduled. For other budget spending, we conducted hearing on the detail of necessary expenses to each internal division concerned, and then worked hard on effective use of grants by properly distributing the grant.

(AY 2011)

As it was the 3<sup>rd</sup> AY for this project, we identified all the internal divisions subject to G30. Given the fact, we spent our budget mainly on the infrastructure improvement of those divisions. We also focused on reinforcing PR activities especially in Overseas Office for Joint Utilization in Bonn of which Waseda is in charge. As a part of the PR activities, we held Study Japan Fair in European regions.





# 5. Future Policies and Outlook after The Project





## ① Future Main Items and Measures

Until now, Waseda has worked hard on internationalization from an early stage to become a leading university in Japan in terms of internationalization. However, competition between universities is getting severer in global scale, and we recognize necessity for further internationalization. With that in mind, we are reforming Waseda through the policies of Global 30. The followings are what we are focusing on in our reform plan, Waseda Vision150.

Items	Current Status and Numerical Target in 20 Years	Measures for Realization
<b>International Students Accepted</b>	As of May 2012, 4,331 international students are learning in Waseda, but it accounts for only 8% of students in total. We aim to boost the ratio to 20% in 20 years to promote internationalization of Waseda.	<ul style="list-style-type: none"> <li>•Drastic reforms of entrance exam system: Developing entrance exam that all the examinee can take from all over the world. Introducing full-fledge entrance exam of autumn semester.</li> <li>•Reinforcing/improving career support for international students</li> <li>•Designing/overhauling scholarship programs</li> <li>•Establishing student dormitory (Nakano International Community Plaza)</li> </ul>
<b>Waseda Students Dispatched</b>	As of AY2011, we have dispatched 1,828 Waseda students to overseas universities, However, we aim to have all Waseda students dispatched to overseas universities in 20 years to nurture human resources who can adapt to the globalized society.	<ul style="list-style-type: none"> <li>•Introducing “quarter system” in School/Graduate School.</li> <li>•Improving system for students to experience overseas learning such as study abroad, overseas field work, and international volunteer.</li> <li>•Developing international education program (SSA) closely connected to School’s curriculum. Developing mid-and-short term study abroad programs.</li> <li>•Strengthening Support for Globally-Oriented Students</li> </ul>
<b>Foreign Faculty</b>	As of AY2011, 141 foreign faculty teach at Waseda. However, we aim to raise the number to 400 (20% of the faculty in total) in 20 years.	<ul style="list-style-type: none"> <li>•Discussion of policies to adopt faculty.</li> <li>•Improving system to accept foreign faculty</li> <li>•Overhauling evaluation system</li> </ul>
<b>No. of Classes in no-Japanese Languages</b>	As of AY 2012, 6% of classes are done in no-Japanese languages in Schools and 9% in Graduate Schools. To facilitate convenience of international students and to realize internationalization of education, we aim to raise the ratio to 50%.	<ul style="list-style-type: none"> <li>•Promoting Faculty Development (FD)</li> <li>•Discussion of support system in creating teaching materials</li> </ul>

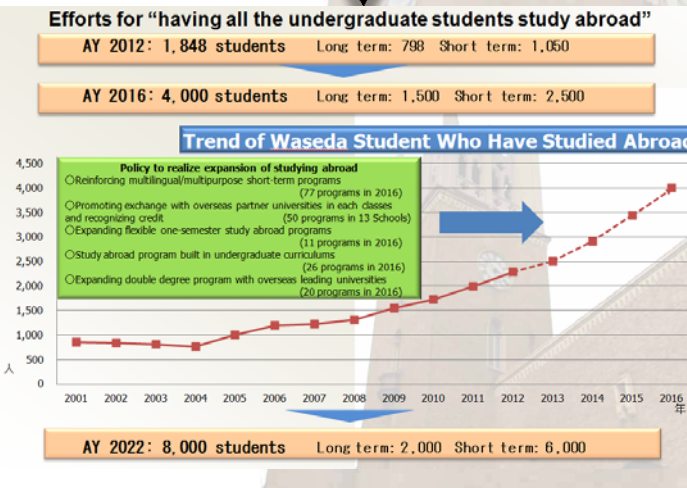
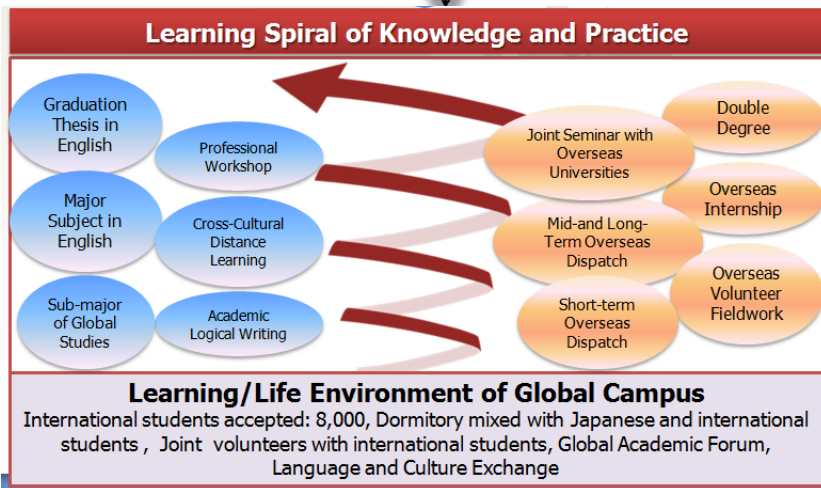


## ② Outlook After The Project (2014~)

### Fostering Global Leaders

Along with globalization of society, business industries came to recognize “fostering global human resources who can act globally” as an important factor. Waseda was adopted as a member of MEXT’s “Re-inviting Japan Project”, and we will further focus on the area. More specifically, we will promote **”Waseda Initiatives for the Next Globalization Stage (WINGS)”**

In this initiative, we will boldly expand quality and quantity of opportunities of international learning both in Japan and overseas for Waseda students. We have 2 key words; **”Learning spiral of knowledge and practice”**, **”Study abroad of all the undergraduate students”**



**Global leader**