

1. Summary of the Concept

[Concept Name]

Waseda Goes Global: A Plan to Build a Worldwide Academic Network that is Open, Dynamic and Diverse

[Future University Vision Aimed for in SGU Initiatives]

Waseda University founder Shigenobu Okuma described the school's mission as nurturing individuals who "contribute to the world, rather than only to one's own, one's family or one's country." Sending out into the world graduates who contribute as global leaders has been Waseda's goal ever since. To make that founding vision a reality in the present age, the Waseda Vision 150 was drawn up in 2012 to indicate the kind of school we are aiming to be twenty years later, when we celebrate the 150th anniversary of the University's establishment. Two core strategic objectives of Waseda Vision 150 are "Cultivating global leaders who passionately desire to contribute to the world with a strong sense of humanity and the power of insight" and "Advancing original research that will contribute to world peace and human happiness." This medium- to long-term plan calls for restructuring education and research and for carrying out radical reform of University governance. The ten years of SGU initiatives are intended to accelerate the reforms of Waseda Vision 150.

[Concept Summary]

The Waseda Ocean concept, aimed at making Waseda University a school that leads the world and that continually contributes to the world, is intended to achieve three goals:

(1) Developing research and education programs to solve global challenges and innovate the future

(2) Promoting the full internationalization of education and research

(3) Fundamentally reforming the faculty recruiting system and university governance

Regarding (1), innovation measures will be implemented in six model areas, and the resulting education and research system reform knowledge and practices will be spread to the rest of the University. A human resource development structure will be built taking maximum advantage of the education and research network between Waseda and its partner universities.

Regarding (2), working with the world's pioneering universities, a high-quality learning system with an international interface will be built to enable free exchange of education and research guidance, and to attract excellent students from around the world.

Regarding (3), mechanisms will be devised for recruiting high-quality faculty members from around the world, and governance will be reformed so that the undergraduate and graduate schools have authority matching their responsibilities.

This concept is aimed at producing 100,000 global leaders within 10 years, and at achieving global top 100 ranking in at least 18 of the University's 25 research fields.

A university that leads and contributes to the world

Producing **100,000** global leaders within 10 years

Cultivating global leaders with a strong desire to contribute to the world, a sense of humanity and the power of insight

Achieving global top **100** ranking in 18 research fields within 10 years

Advancing original research that will contribute to achieve world peace and human happiness

Opening the University to the world, and in the dynamic global flow of minds, dramatically raising the quality and quantity of its education and research programs
Offering an open and diverse environment whereby world-class students and researchers will have greater flexibility to move dynamically across borders.

Develop education and research programs to solve global challenges and innovate the future

- 1-Starting from model units over 6 research areas for a university-wide change
- 2-Utilizing academic networks with partners to foster human resources

Globalize education and research programs

- 3-Removing national borders or structural differences for greater flexibility by international networks
- 4-Attracting excellent students from around the world

Fundamentally reform the faculty recruitment system and university governance

- 5-Recruiting world-class faculty
- 6-Drastically change the management structure within the university



Top Global University Project (Type A) Waseda University

【Outline of Ten-Year Plan】

Plans for specific initiatives are indicated in line with the three major goals indicated in the previous figure.

- (1) Starting from six model areas with world-class reputations, spread reforms to the entire University
- (2) Build an educator and researcher development system drawing on Waseda's worldwide network with its partner universities

In the initial year of the program, support will be focused on six model areas where Waseda is internationally competitive (Global Japanese Studies / Empirical Analyses of Political Economy / Health Promotion: The Joy of Sports and Exercise / Frontier of Embodiment Informatics: ICT and robotics / New Horizon Materials for Life and Energy Devices / Multiscale Analysis, Modeling and Simulation), and expand education and research programs jointly with its partner universities. Taking advantage of the joint and double appointment (JA/DA) system and quarter system, an environment will be established enabling cross-university classes, student guidance, and degree examination (4th year). Knowledge gained in the six model areas will be spread to related undergraduate and graduate schools (6th year), with the intention of expanding to the entire University by the ninth year while also creating new interdisciplinary fields. The human resources developed jointly with its partner universities will ultimately go on to become key players in the flow of the next-generation network, making the world more dynamic and establishing an education and research system where the knowledge of the world's universities becomes part of Waseda.

- (3) Build a learning system with international interface
- (4) Attract the world's top level students

From the second year of the program, the whole University aims to offer quarterly subjects in its courses. Classes taught in English will be expanded, mainly in the six model areas (3rd year), and by the tenth year English-based degree programs will be available throughout the University. From the first year, honors programs targeted for top-level students will be launched, and from the second year each school will begin offering doctoral programs, five-year courses that integrate undergraduate and master's programs. International Baccalaureate (IB) Diploma Programme scores, TOEFL and other international standards will be used as admission basis starting in the third year. At the same time, measures will be implemented for obtaining excellent students from around the world jointly with its partner universities. The conventional study abroad program will be greatly enhanced in quantity and quality in three years, and by the tenth year, all students will be required to have study abroad experience. To enhance the scholarship program when admission is approved, educational programs for accepting international students will be developed in cooperation with overseas foundations and corporations, etc. (2nd year).

- (5) Attract the world's top level faculty members
- (6) Carry out thoroughgoing university reform

From the second year of the program, funds will be budgeted for strategic hiring and the personnel system of the entire University will be overhauled. At the same time, JA / DA (Joint/Double Appointment) systems will be developed. In addition, a tenure-track system will be introduced throughout the University (8th year). Annual salary and faculty ratings will be introduced for non-tenured faculty members from the second year, with the aim of introducing these for all faculty members by the fourth year of the program. Various incentives for university personnel will be expanded from the second year and established throughout the University by the eighth year. From the first year, a system for setting and removing organization and personnel quotas will be developed to integrate it with organization assessment and incentives (6th year). New fund-raising methods will be put into practice to strengthen the financial base (3rd year).

【Major initiatives (Globalization, Governance reform, Educational reform, etc.) 】

● Globalization

For the sake of faculty diversity, outstanding faculty members will be obtained making use of Waseda's overseas network. An FD (Faculty Development) program will be developed and implemented in cooperation with the University of Washington. The faculty members with foreign nationals will be boosted to make up 75 percentage. For staff diversity, basic plans for gender equality promotion adopted in the medium- to long-term plan will be carried out faithfully, and staff development will be enhanced. For student diversity, we will promote international student acceptance and study abroad programs taking advantage of the quarter system, aiming for 20 percent international students (10,000 students). All students will be required to have overseas study experience by graduation. The weight will be shifted to the graduate schools, aiming for a 10 percent reduction in undergraduate students and 20 percent increase in graduate students. "Learning commons," places for learning all over the campus, will be developed and increased; and career support will be strengthened by expanding overseas internship programs. To improve conformity with global practices and openness, English-based degree programs will be gradually expanded, aiming for 25 percent of classes taught in a foreign language. Dormitories for international students will be expanded along with programs supporting international students. The University will aim for a 100 percent rate of public openness of educational information.

● Governance reform

Regarding the personnel system, reform of the personnel assessment system and salary structure will be carried out under direction of the Administrative Department. Spreading a system for internationally open faculty recruitment system and the tenure-track system throughout the University as well as introducing an annual salary system for a flexible payment structure from early on, the University seeks to obtain outstanding faculty members from around the world. The percentage of university staff with required foreign language fluency will be raised to 30 percent. As for governance, responsibilities of the Administrative Department, undergraduate and graduate schools will be clearly laid out and assessment criteria will be fixed to provide appropriate incentives will be provided. For more effective decision making by the Board of Trustees, the Board will include more members from outside the University as well as more women and foreign experts.

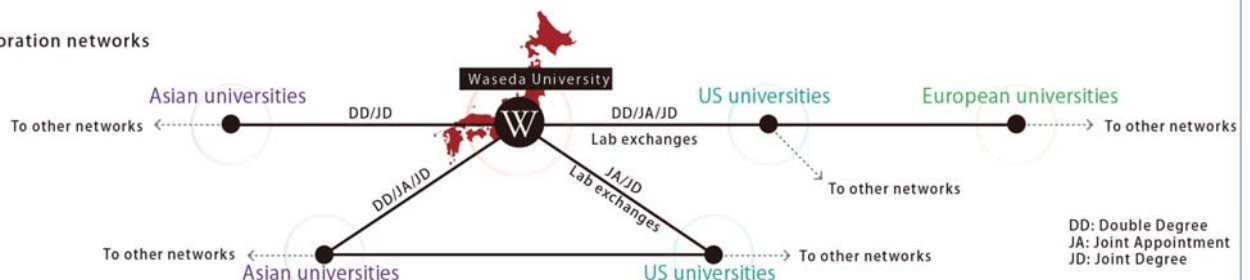
● Education reform

Improving the quality of educational programs, Waseda will aim to make at least 70 percent of its learning interactive. To keep continual track of learning progress of all students, a Learning Portfolio system will be adopted. Qualifying Examinations will be introduced to ensure the quality of doctoral degrees, and the research guidance system and degree examination system will be redesigned in line with international standards. Outstanding teaching assistants (TAs) will be developed and employed. The entrance exam development office will carry out an overhaul of entrance examinations, and at the same time will train admission officers. To obtain students from areas from which Waseda has never traditionally received them, entrance screening for prospective students residing abroad will be prepared along with various measures.

【Measures promoting partnership with overseas universities 】

As an original approach by the University for achieving the first objective of "Developing research and education programs to solve global challenges and innovate the future," the educator and researcher network between Waseda and its partner universities will be incorporated in the educator and researcher development system of Waseda. International exchange and double degree (DD) programs have gone beyond simple merging of research units and collaboration networks between Waseda and its partners have spread throughout the world, which has clearly improved education and research at both Waseda and the partner institutions. Furthermore, Waseda is preparing an environment where its faculty members and graduate students can circulate in the network, utilizing the quarter system and summer sessions. The University will start to take this approach in the six model units.

◆ Collaboration networks



2. Progress of initiatives (2014 academic year)

Shared indicators of achievement results and future targets

Globalization

●Diversity, dynamism, international student support, etc.

Faculty in the initial six model units directly visited Waseda's partner universities for discussions to build an education and research system that makes use of the networks with its partners, such as a joint guidance system and interchanges. Discussions were begun with the overseas partners toward introduction of joint degrees (JD) in each model unit.

Increasing the number of ISS (International Scholar Services) personnel, the researcher support structure was strengthened to accept more international researchers. A "commons room" was developed to enhance communication among faculty members, including international faculty, in a broad range of fields.

To strengthen recruiting of international students, a team of around 50 staff was formed, centering on the international admissions office, and PR trips were made to overseas locations. PR activities pointing out that Waseda is a global university with English-language degree programs in multiple undergraduate and graduate schools to encourage students to study at Waseda were carried out in key regions like Indonesia and Vietnam as well as other regions, which has successfully led to a steady increase in the number of applicants for admission. The number of students from abroad is steadily increasing, exceeding 5,000 as of May 2015.

Selected for this Top Global University Project, Waseda has obtained a new quota of 20 Japanese Government Scholarship Students.

Tutorial English designed to improve practical English communication skills was expanded, and programs to teach highly advanced level students as well as, methods to measure speaking ability were developed to further accept international students and send Waseda students abroad. With a view to expanding the quarter system other than English curriculums and improving language ability, "foreign language (German, French, Spanish) market surveys" were conducted, and various initiatives were carried out toward making the quarter system an established practice in the entire University.



Joint Workshop with Monash University

●Conformity with global practices

A university-wide course numbering system was adopted, and for classes offered in the 2015 academic year, it became possible to search the web syllabus for course codes indicating academic fields and level; moreover, students can now plan their class schedules by referring to course numbers in the syllabus.

Eighteen faculty members were sent abroad to take FD program training at Waseda's partner institutions of the Great Lakes Colleges Association, Inc./Associated Colleges of the Midwest and the University of Washington.

At the University of Washington, they held discussions on the establishment of a UW-Waseda Joint CTLT Project aimed at developing high-quality, globally conformant teaching methods.

Waseda became the first Asian university to host a conference of people involved in the QTEM Consortium, where discussions were conducted with member universities from Europe and Australia regarding student exchanges and program administration with guaranteed education quality up to international

●Openness

A native English website administrator was assigned to provide more and better English-language information. Website communication was also begun in 13 languages.

A new scholarship program was established for funding international students who take an entrance exam in their country of residence and receive an admission reservation (Myanmar entrance exam), and scholarship availability for emergency situations was expanded. Scholarships including tuition and fees were provided to African students from the Japan International Cooperation Center (JICE), and to students from Brazil through the Brazilian government.

Governance reform

●Personnel system

Personnel system reform was initiated to hire non-tenured faculty with attractive benefits. The reform includes the introduction of an annual salary system for non-tenured faculty and future creation of a faculty rating system.

Waseda obtained a certain number of staff with high language proficiency through new hiring, and developed a new language-related training while continuing existing foreign language coaching. As a result of those initiatives, the number of staff members who seek greater foreign language proficiency was boosted, exceeding the planned targets.

●Governance

The University established a University Strategy council, enhancing the President's brain functions, and sent the director in charge of management planning and others on visits to overseas organizations to receive advice and proposals from experts on university administration, human resource development, greater research excellence, and globalization.

At the Waseda Center for Higher Education Studies, IR-related surveys and analysis, development of guidelines for classes, MOOC course development, and data analysis were carried out, which has led to the improvement of higher education studies and R&D on educational methods.

Education reform

●Education quality transformation and self-driven learning

Learning commons (CTLT Classroom and W Space) were provided to promote a shift to interactive learning and to problem discovery and solution learning.

Waseda Vision 150 Student Competition was held in which students freely set themes relating to Waseda Vision 150 and propose specific measures.

●Entrance exam reform and academic path

Toward introduction of diverse entrance exams, entrance exam development office explored ways to use public English exams for admissions along with other various exam styles through investigations and system design.

A six-year integrated undergraduate-graduate school doctoral course (honors program) was introduced and outstanding students were selected for the program.



Waseda Vision 150 Student Competition

University-specific indicators of achievement results and future targets

●Extent of results indicator achievement

The numerical targets were mostly achieved. The number of fields in the top 100 of the QS World University Rankings by Subject remains unchanged at five, but the number ranking in the top 200 grew from 13 fields in the previous academic year to 21. The number of Grants-in-Aid for Scientific Research (KAKENHI) adoptions increased by 5 percent over the previous academic year to 929. Waseda was number one in adoptions in 10 subcategories, showing its strength in the humanities and social sciences.

●Provision of joint research and education environments with leading overseas universities

Leading university faculty members were invited mainly in the six model units to engage in joint education and research projects as well as to set up a cooperative degree examination structure.

For researchers accepted from overseas, priority was placed on readying a research and education environment, administrative support, and housing support. The number of graduate students in the doctoral program sent overseas for medium-term periods of three months or more amounted to 25 in the six model units, a good showing for the initial academic year of the program.

●Provision of institutional support for research and education system development

Human resources specializing in outreach were hired to strengthen international communication of research efforts, and press releases on research results for domestic and overseas media were planned and carried out.

In the area of research ethics education, an on-demand education system was established and was offered for faculty, staff, and graduate students. University personnel went to Indiana University for training in fund raising.

Initiatives for raising international reputation

●Improvement in reputation from concentrating support on model areas

Selecting six model units where Waseda is competitive through quantitative and qualitative analysis, funding and human resources support were concentrated on these research areas. Faculty in the initial six model units directly visited Waseda's partner universities for discussions on collaboration. Toward building of an education and research system that makes use of the partner school network, progress was made on determining specific details of a joint guidance system and design of a JA system. As part of efforts to have graduate students and others become active outside Japan, the University promoted programs to send researchers and interns to overseas research institutions and corporations while looking for new internship opportunities.

Aiming to increase the number of paper adoptions by high-level academic journals, the University held international communication seminars with Nature Japan aimed at faculty members and graduate students in the four model units relating to science and technology.

●Provision of research and education environment and incentives

New research facilities were established, making use of programs such as the Ministry of Education, Culture, Sports, Science and Technology "International Science Innovation Center Development Project as a Joint Effort between Industry and Academia, Utilizing Local Resources, etc."

The Ryusaku Tsunoda Center of Japanese Culture was newly established, aimed at fostering world-class researchers on Japanese culture studies.

Teaching Awards to commend faculty members who worked to further raise the quality of education by spreading outstanding teaching methods and creative approaches, and Research Awards to commend researchers who played leadership roles in large-scale research projects and young researchers who achieved research accomplishments with strong international appeal were established as ways of providing incentives to faculty and researchers.



Nano-Energy Materials Research and Research Facilities

[Success in forming partnerships with overseas universities]

Inviting faculty members from Columbia University and UCLA and sending Waseda faculty and staff to both schools, the University began talks on partnerships for establishing an international network promoting education in Global Japanese Studies and for R&D in this area (Global Japanese Studies Model Area). In the partnership with UCLA, a strong organizational structure was formed together with the Tadashi Yanai Initiative for Globalizing Japanese Humanities that started in Waseda. Faculty members from Columbia University and Stanford University were invited for research guidance and lectures, and also for exchanging views on educational exchanges and on faculty JA, etc. ("Empirical Analyses of Political Economy" Model Area). Faculty from the Hungarian University of Physical Education were invited to lecture at Waseda and also discussions to sign a partnership agreement were held ("Health Promotion: The Joy of Sports and Exercise" Model Area). Waseda explored ways to collaborate with Technische Universität München on DA and other topics, and the two universities agreed to share information with a view to Horizon 2020 ("Frontier of Embodiment Informatics: ICT and Robotics" Model Area). Inviting faculty from Monash University, joint education and guidance were held and also talks on JA/JD collaboration were started. The University reached informal agreement on JA appointment to Waseda in the 2015 academic year ("New Horizon Materials for Life and Energy Devices" Model Area). Through visits on the University of Pittsburgh, Waseda explored ways to collaborate in joint education and guidance with the institution. Receiving a JA proposal involving exchange of faculty members from Pittsburgh, the University began working out the timing and other details ("Multiscale Analysis, Modeling and Simulation" Model Area).



International Symposium with Columbia University

Other

●PDCA cycle application by the Waseda Vision 150 Executive Council, Waseda Vision 150 Executive Conference and TGU Steering Conference

In the Committee, projects are being carried out with the PDCA cycle in mind. By providing a forum for all those responsible for the six model units to gather, the University is able to confirm progress regularly and learn and discuss future directions, in such ways accelerating the advancement of the Waseda University education and research system.

●Advice and encouragement from global leaders

At the international symposium, "The Torch Has Been Passed: JFK's Legacy Today", students heard words of advice and encouragement from Ambassador Caroline Kennedy, former President Bill Clinton, Prime Minister Shinzo Abe and other global leaders on the importance of actively playing a role as global leaders. The symposium was a significant step toward raising the presence of Waseda University in attracting excellent students from around the world.



International Symposium "The Torch Has Been Passed: JFK's Legacy Today"

3. Progress of initiatives (2015 academic year)

Shared indicators of achievement results and future targets

Globalization

● Design of international Joint Degree (JD) program

We devised a trial joint education program toward implementing a joint degree (JD) program. Following visits to Monash University in Australia and Korea University in South Korea, we began education program design including such specifics as the length of student residency, course registration and number of credits, extent of research guidance, and requirements for joint dissertation writing.

● Participation in online education platform (edX) and course distribution

We joined the edX and began distribution of online courses, all in English. Making courses available on line is expected to motivate international students interested in study abroad at Waseda and to help with building an international network.

● Creation of new Double Degree (DD) program

Based on a DD agreement with GLCA/ACM (Great Lakes Colleges Association, Inc. and the Associated Colleges of the Midwest), we began recruiting students and prepared to recruit students to be sent from Waseda to other schools.

● Faculty Development (FD) programs

We invited instructors from the University of Washington for a summer FD program (half-day course; attending active learning sample classes) aimed at expanding the number of English-language classes as more English-based Degree programs are to be added, and at learning high-quality teaching methods that meet global standards. We also sent faculty to GLCA/ACM schools and the University of Washington for FD sessions of around two weeks.



WasedaX



Summer FD program

Governance reform

● Promotion of university-wide reform by the TGU Steering Conference

The TGU Steering Conference responsible for carrying out this funded project met six times, deliberating and deciding the operation plans, budget allocation, results report, and assessment of model units and each department, and performing PDCA cycle management. In the TGU Expanded Steering Conference including people in charge of model units, and in the Waseda Vision 150 Expanded Executive Conference including the Deans of Faculties, progress of the project was confirmed, know-how from model units operation was shared, and startup funding of joint-appointment (JA) faculty members was decided, moving quickly to reflect the voices of those directly involved in the projects. With this university-wide organizational structure for TGU promotion, reforms are being carried out flexibly and powerfully.

● Allocation of positions for strategic faculty member increases

We drew up a statement on coming changes to education and faculty policy, including plans to increase the size of the faculty by 160 persons in 10 years and add more non-Japanese faculty members. The proposals for educational reform and hiring from each Faculty were appraised by the University executive branch, and allocation of positions for strategic faculty member increases was decided. Utilizing this allocation, we established posts for the Leading Initiative for Excellent Young Researchers program and set in motion plans for hiring young faculty members in the medium to long range.

● Raising the level of administrative staff

In anticipation of increases in various international administrative tasks, we sent seven administrative staff members to overseas partner schools, where they underwent language training and also accumulated experience in operations involved in taking in international students and expanding overseas. In addition, nine administrative staff members joined training sessions at an affiliated institute of De La Salle University (Philippines), aimed at improving their practical language skills.

● Design of IR integrated database

We completed basic design of a centrally managed database that visualizes various education-related data now dispersed in the University (curricula, grades, scholarships, experience in study abroad, etc.). We also evaluated analysis tools to be introduced at the same time, using as examples their ability to extract the extent of student understanding of class content and correlation factors.

Education reform

● Launch of Joint Appointment (JA) System

We succeeded in hiring two JA faculty members from Case Western Reserve University (Cleveland, Ohio) and from the Italian Institute of Technology (Istituto Italiano di Tecnologia) (Genoa). For the JA faculty members, we established an education and research guidance system, clarifying details such as the subjects to teach, startup fees, research office assignment, assignment of graduate students.

● Implementing admission examination reform

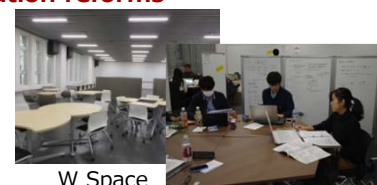
- In the School of Political Science and Economics, the existing AO Entrance Examination was reformed to recruit students who aspire to obtain global leadership and act on the world stage. Aiming to increase the variety and diversity in the prospective students, in addition to the TOEIC and the IEL TS (Academic), the TOEFL became included in the application requirements. Requisites for overseas university admissions such as the International Baccalaureate and the Abitur were also added to the admission requirements.
- New admission examination approaches were adopted (for April 2017 admissions) in three schools, the School of Culture, Media and Society, the School of Humanities and Social Sciences, and the School of Human Sciences. In the School of Culture, Media and Society and the School of Humanities and Social Sciences, the general entrance examination will use outside English proficiency tests (the four-skill tests). The system adopted for the School of Human Sciences will make use of the Fundamental Academic Competency Test (FACT).

● Establishment of a steering committee for high school/university articulation reforms

To integrate the admission examination and educational reform efforts, a steering committee for high school/university articulation reforms was established, chaired by Vice President for Academic Affairs. Under this committee, high school/university articulation reforms will be accelerated throughout the University.

● Enhancement of "learning commons"

To accommodate diverse learning styles, we established and enhanced W Space learning commons and began provision in two Waseda campus locations in November.



W Space

University-specific indicators of achievement results and future targets

● QS Graduate Employability Ranking No. 33 globally and No. 1 in Japan

- In the QS World University Rankings by Subject 2016, Waseda ranked in the global top 100 in three research fields. The number of research fields in the top 200 was unchanged from a year earlier, when it rose sharply to 21. Of the 18 fields for which our original plans are to reach the top 100, 16 are in the top 200, making our goal quite achievable.
- In the QS Graduate Employability Rankings 2016, we achieved the very high ranking of 33rd globally and number one in Japan. This is a strong endorsement of our efforts to build ties between the University and corporations, and of our students' activities following graduation.

● Acceptance of Grants-in-Aid for Scientific Research (Kakenhi) and outside research funding

- Kakenhi adoptions increased slightly in the 2015 academic year to 946, from 929 in the previous year. The number of "research fields" for which Waseda had the most adoptions rose to 13 from 10 in the previous year, ranking fifth nationwide.
- Outside funding was nearly the same as the previous year at 10.8 billion yen.

● International fund-raising

Thanks to an exchange agreement with the Ting Hsin International Group (Taiwan) in 2007, long-term supply of scholarship funds (2009 to 2021 academic years) was achieved; and in the 2015 academic year 26 persons (cumulative total 335 persons) were chosen as scholarship students.

● Medium- to long-term acceptance/sending of researchers

The number of researchers accepted in the University rose to 819 from 789 in the previous academic year, while those sent to other institutions declined slightly from 180 to 177. These numbers are closely tied to the JA system and to establishment of an organizational structure for joint education and research guidance of doctoral program students with overseas researchers. They also lead to improvement in our academic reputation. We will therefore continue to take measures to raise these numbers.

Initiatives for raising international reputation

● Joint CTLT Project with the University of Washington

We concluded an agreement with the University of Washington on a joint project aimed at developing and verifying new teaching methods. In the APRU (Association of Pacific Rim Universities) Provost Forum, an Innovations in Teaching and Learning project was jointly proposed, building on the initiatives of both schools. Pointing out these efforts to the Vice-Presidents of APRU universities and others, we worked to promote the spread of the project and to build an educational network.

● International communication centering on initial model units

- In the six initial model units, efforts were made to raise the international presence and expand the human network, by actively planning and holding international symposiums and workshops in Japan and other countries. Students and young researchers accumulated experience of giving presentations in English, communicated their research results, and furthered exchanges with overseas researchers.
- We expanded the amount of English information on the University website, issuing nearly the same number of news items in Japanese and English, and raising the number of English news announcements to approximately 450 a year. On the occasion of a TGU special issue of *Science*, the Vice-President introduced Waseda TGU initiatives in that issue, and also described the research being carried out in three model units relating to science and technology, to the science community and researchers around the world.



International workshop with Columbia University

● Organizational tie-up with the University of Birmingham

To expand joint international study, we began a tie-up with the University of Birmingham in the UK at the research organization level. The agreement covers Shakespeare studies, sports science, robotics, and linguistics. Concerning Shakespeare studies, a memorandum of understanding was concluded between the School of English, Drama and American & Canadian Studies and the Waseda University Tsubouchi Memorial Theatre Museum, Faculty of Letters, Arts and Sciences. Cooperation was begun based on the agreed contribution fund and joint researchers.

Success in forming partnerships with overseas universities

- An academic exchange agreement was concluded between the Donald Keene Center at Columbia University and the Ryusaku Tsunoda Center of Japanese Culture, aimed at invigorating education and research collaboration and promoting exchanges between researchers and graduate students. In addition, we drew up specific plans for an English-based Degree program to be established in the Faculty of Letters, Arts and Sciences in the 2017 academic year, based on discussions with Bard College, Columbia University, and the University of Chicago (Global Japanese Studies).
- The research being carried out in the political economy lab, with its leading-edge facilities, has won praise among international researchers. After being approached about use as a site for a summer school in Japan program by the University of Essex, agreement was reached and details are being worked out (Empirical Analyses of Political Economy).
- Students are being recruited for an English-based Degree program in the Doctoral Program of the Graduate School of Sports Sciences, to be newly established in September 2016. Outstanding students from such schools as Peking University, National Taiwan Normal University, and Chulalongkorn University (Bangkok) are among those seeking admission (Health Promotion: The Joy of Sports and Exercise).
- An authority in computer science from the University of Delaware was invited for joint guidance. Leading faculty members from such schools as the University of North Carolina, Italian Institute of Technology, and Tsinghua University were also invited to administer qualifying examinations to doctoral students (Frontier of Embodiment Informatics: ICT and Robotics).
- Two JA faculty members, hired from Case Western Reserve University and from the Italian Institute of Technology, through education and research guidance as well as seminars, helped raise the educational level and foster a global mind in students (Energy and Nanomaterials).
- Regarding joint appointments with overseas universities, agreement was reached with a faculty member of Darmstadt University of Technology (Technische Universität Darmstadt), and negotiations are proceeding with a faculty member of the University of Pisa. Faculty members from the Max Planck Institute and from Hamburg University of Technology and other schools were invited for joint guidance to doctoral students (Multiscale Analysis, Modeling and Simulation).

Other

● Encouragement from global leaders

At a panel discussion "Carlos Ghosn on 'Ningenryoku'", Nissan CEO to visit Waseda for dialogue with students", Carlos Ghosn stressed the importance of being able to assess the present situation properly and raise issues. The event provided the approximately 1,000 students attending with a valuable opportunity to learn about the convictions of a leader active on the world stage.



4. Progress of initiatives (2016 academic year)

Shared indicators of achievement and future targets

Globalization

● Establishment of international joint degree program

- Our Graduate School of Asia-Pacific Studies and Université Libre de Bruxelles (ULB) (the Free University of Brussels) discussed creation of a cotutelle program, in which those completing a jointly supervised doctoral degree program will receive a diploma indicating that they received research supervision at both universities. We decided to exchange one student from each university from April 2017 and begin joint research supervision. The aim is to go from this step to an eventual joint degree (JD) program.

● Start of international joint education program

- With a view to future realization of a JD program, joint supervision (JS) programs were created between the Waseda School of Advanced Science and Engineering and Monash University, Korea University, and the University of Bonn. Those completing international joint studies under the joint supervision with partner universities have the names of the presidents or school deans of both universities on their completion certificate. During the 2016 academic year, the first three students to complete this program were granted completion certificates.



Students completing JS Program

● Enhancement of English-based degree courses

- An English-based degree course was officially created in the Doctoral program of the Graduate School of Sports Sciences, and began accepting students in September 2016. Faculty members went to partner universities in Asia to recruit for the course, successfully attracting outstanding students.

- It was decided to introduce an English-based degree course (the Global Studies in Japanese Cultures Program) in the Waseda School of Culture, Media and Society, and to admit 29 students in April 2017. In addition, detailed design of a Global Japanese Studies course to begin in the 2018 academic year (Doctoral program) was begun with the cooperation of faculty from Columbia University, UCLA, and the University of Chicago, among others.

● Enhancement of study abroad programs

- In the exchange program that is a core of long-term study abroad, the shortage of openings especially in North American schools was addressed by adding 239 new slots (135 of them in the US), bringing the number to 1,021. To offer a wider choice of when to study abroad, a short-term study abroad program for new students, timed with the holidays in early May and with a focus on experiencing different cultures, continued to be offered. Each of the programs, in Malaysia, Vietnam, and Taiwan, attracted nearly twice as many students as in the previous year.

Governance reform

● Reorganization of the Office of the President (creation of an External Affairs and Fund-Raising Section)

- An External Affairs and Fund-Raising Section was added to the Office of the President, to strengthen its leadership role in obtaining funds from outside the University. The new section, while retaining the existing functions for obtaining donations and for communication, also serves as a general contact for outside institutions wishing to collaborate with the University, channels funding-related matters inside the University, and performs management functions.

● Management Strategy Headquarters meetings

- The Management Strategy Headquarters met to discuss initiatives relating to world university rankings, requirements for enhancing globalization, utilization of diverse international researchers and staff, and other matters for making the university more international. Advice was obtained from overseas experts regarding specific initiatives for obtaining donations and grants-in-aid in the United States and for building relations with alumni to promote fund-raising, as well as the organizational structure for these purposes.

● Strengthening of President assistance functions (Waseda Vision 150 Acceleration Task Force)

- Regular conferences taking up major issues for the University with close cooperation by the Executive Vice-Presidents repeatedly discussed areas needing to be strengthened in the University and governance functions for education and research. These functions have been taken over by the Waseda Vision 150 Acceleration Task Force, chaired by the head of the Academic Affairs Division, strengthening the President assistance functions. With cooperation by the Academic Affairs Section, Strategic Management Planning Section, Center for Research Strategy and other organizations, the Task Force is accelerating strategic and decision-making speed to promote University-wide reform, including this project.

● Study of priority support measures for accelerating Waseda Ocean Concept and its University-wide acceptance

- As priority support measures, with the SGU Steering Committee playing a central role, in addition to the six model units promoted up to now, six policy measures for actively supporting research fields to be strengthened by the University (JA/JD promotion, joint international study supervision, international symposium support, etc.) were deliberated jointly by the Academic Affairs Division, International Affairs Division, and Research Promotion Division, and it was decided to begin implementation of the measures from the 2017 academic year. Ahead of studies on numerical targets of internationalization to be given more attention, it was decided to have headquarters departments strengthen their SGU program promotion measures from the same year.

Education reform

● Expansion of quarterly semester system to whole University

- A Guide to the Quarterly System (making known short-term study abroad during summer quarter, reduction in tuition for students whose graduation is delayed due to study abroad, etc.) was made available for smoothing transition to the quarterly system adopted as standard throughout the University from the 2017 academic year, and system reform was carried out to give faculty and students more flexibility in switching between Japan and other countries.

● Addition of Doctoral course in mathematical and physical sciences

- A Doctoral course in mathematical and physical sciences was created in the Faculty of Science and Engineering in April 2017, for which 4 students were selected. Through interdisciplinary cooperation by researchers in mathematics and physics, and in such fields as information science and applied engineering, this original education program aims to realize free thinking and interchange with mathematics as key word, not limited by existing disciplines, and to foster multiple fields of vision and creative "comprehensive knowledge."

● Startup of dedicated building aimed at improving language proficiency

- A new educational wing (3,975m²) went into use in March 2017, aimed at having students acquire the language proficiency for discussing in foreign languages. Featuring classrooms for tutorial English and Chinese, it can be used also as a TOEFL exam venue.



New language studies building

University-specific indicators of achievement results and future targets

● Nine fields in top 100 of QS World University Rankings by Subject; ranked 19th in world and No. 1 in Japan in Sports-related Subjects

- In the QS World University Rankings by Subject announced in March 2017, the number of fields in the top 100 rose from three fields in the previous year to nine. Much of the improvement in ranking was in subjects related to the model units, with Sports-related Subjects, closely connected to the Health Promotion: The Joy of Sports and Exercise model unit, rising to 19th in the world and 1st in Japan. The active efforts in the model units have led to steady gains in outside assessment.

● QS Graduate Employability Ranking 26th globally and No. 1 in Japan

- In the QS Graduate Employability Rankings 2017, we achieved the very high ranking of 26th globally and No. 1 in Japan. The domestic No. 1 ranking is for the second straight year. This is a strong endorsement of our efforts to build ties between the University and corporations, and of our students' activities following graduation, as well as of the University's global leader education.

● Acceptance of Grants-in-Aid for Scientific Research (Kakenhi) and outside funding

- Kakenhi adoptions increased to 982 in the 2016 academic year, from 946 in the previous year. Of the "research fields" for which we were No. 1 in adoptions, six, mainly in the humanities and social sciences, were No. 1 for the third consecutive year.
 - Outside funding was down slightly to 10.4 billion yen, affected by the overall scaling down of funded projects. Revenue from Kakenhi and from commissioned joint research increased, however, leading to an increase in funding for indirect costs needed for self-supporting research framework.

● International fund-raising

- Personnel from the Alumni Affairs and External Affairs and Fund-Raising Sections, along with local staff, visited partner schools on the US West Coast to get their views on fund-raising, gaining insight into networking among local alumni.

● Medium- to long-term acceptance/sending of researchers

- The number of researchers accepted in the University increased to 839 from 819 in the previous academic year, while those sent to other institutions rose from 177 to 190. Toward further increases, improvements are being made to the web page for application by visiting researchers and to the environment for their stay, as well as to the internal funding system for sent researchers, including its PR.

Initiatives for raising international reputation

● International symposium for communicating reforms in the Waseda Ocean Concept

- A symposium was held in January 2017 based on the Waseda Ocean Concept interim report. The focus of the symposium was on JA faculty hiring and international joint supervision (JS) programs. Inviting Vice-Presidents from partner schools Monash University, Korea University, and the University of Bonn, strategies were shared on building a framework for educating global leaders. The attendees, many of them from companies and embassies, had high praise for the reports by students who participated in the JS program, as the event helped raise our international presence.



International symposium

● Establishment of Global Asia Studies research unit (7th model unit)

- One of our goals being to have 18 fields in the top 100 of the QS World University Rankings by Subject, we decided to create a new Global Asia Studies research unit, since Asia plays a major role in our international strategy. The new unit will seek to raise the international reputation of Waseda by developing academic knowledge and conducting education in global governance, global history, and media studies, and by actively communicating research results and offering policy proposals.

● Realization of international joint supervision by offering in summer school

- For the first time, the University of Essex conducted summer school classes in Japan in political science. Consisting of lectures and seminars in English on statistical analysis, the classes adopted the same content as taught at Essex, for a large improvement in educational quality. The same program is being held in the 2017 academic year with more classes.
 - The 2016 Summer Program of the Bai Xian Education Foundation (Hong Kong) was held at Waseda. Taking part were around 130 of the Foundation's scholarship students, 15 Waseda scholarship students, and 14 "student buddies" (tutors), making the Program an international joint education.

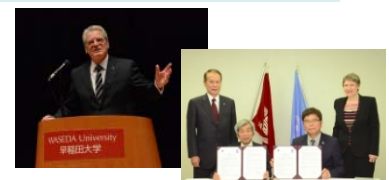
Success in forming partnerships with overseas universities

- Mutual exchanges between doctoral students of Waseda and UCLA are more active than ever. While Waseda students are stimulated by international Japan studies taking place in the US, UCLA students are now able to study at Waseda for residency periods suited to their individual needs (Global Japanese Studies).
 - We negotiated actively with leading overseas universities on hiring JA faculty members, carrying on specific negotiations with faculty of the University of Southern California and the University of Arizona, and in the case of USC moving close to final contract signing between the two schools (Empirical Analysis of Political Economy).
 - We visited leading overseas universities, discussing new educational cooperation with Loughborough University, world No. 1 school in Sports-related Subjects in the QS World Rankings, and concluded partner agreements with Thammasat University and National Taiwan Sport University (Health Promotion: The Joy of Sports and Exercise).
 - We visited leading schools in the ICT and robotics field including Columbia University, UC Berkeley, and the University of Rochester, discussing overseas networking toward joint supervision of doctoral students and research collaboration (Frontier of Embodiment Informatics: ICT and Robotics).
 - Two JA faculty from Case Western Reserve University (CWRU) and the Italian Institute of Technology (IIT) continued from the previous academic year, while three new ones were hired (Uppsala University, CWRU, IIT) and conducted joint supervision (New Horizon Materials for Life and Energy Devices).
 - One JA faculty member each was hired from Technische Universität Darmstadt and the University of Pisa, conducting joint supervision. Negotiations on partner agreements for joint supervision were also begun with Imperial College London and Technische Universität Hamburg (Multiscale Analysis, Modeling and Simulation).

Other

● Encouragement from global leaders

- A guest lecture by German President Joachim Gauck was held. Addressing students, the President urged them to go out actively into the world and seek to better their lives.
 - Waseda signed a comprehensive agreement with the United Nations Development Programme (UNDP). Prior to the signing ceremony, Izumi Nakamitsu (UN Under-Secretary-General of Disarmament Affairs and UNDP Assistant Administrator, a Waseda alumna) talked to students about the importance of acting based on their own independent thinking.



5. Progress of initiatives (2017 academic year)

Shared indicators of achievement results and future targets

Internationalization

● Launch and expansion of international joint degree programs

- The Graduate School of Asia-Pacific Studies and Université Libre de Bruxelles finalized an agreement for the *cotutelle* program, in which doctoral students are jointly supervised and conferred diplomas from both universities with a mention of the cotutelle collaboration. The program began accepting students in April 2017. The Graduate School of Information, Production and Systems and the Warsaw Institute of Technology also agreed to start a cotutelle program, further expanding our international joint degree programs.

● Expansion of international joint education programs

- In addition to Monash University, Korea University College of Science, and the University of Bonn, The Graduate School of Advanced Science and Engineering established Joint Supervision (JS) programs with Korea University College of Engineering and Uppsala University. Students receive joint supervision and are conferred upon completion a certificate signed by presidents of both universities in the JS programs. We continue to improve the quality of international JS programs as well as the aforementioned cotutelle options.

● Enhancement of English-language degree programs (13 courses in 7 departments)

- The School of Culture, Media and Society launched the Global Studies in Japanese Cultures Program (JCuLP) in April 2017 and enrolled 42 students in the 2017 academic year. In preparation for the September 2018 launch of the new Global Japanese Literary and Cultural Studies (Global-J) doctoral course in the Graduate School of Letters, Arts and Sciences, we invited faculty from partner universities to hold concrete discussions on the program's admission process and curriculum.

● Enhancement of study abroad programs

- As part of our efforts to expand the study abroad framework, we concluded new agreements with 27 universities, creating 71 new spots for students interested in study abroad. 50 spots were also created in the Global Asia Studies' Campus Asia Program (Japan-China-South Korea) exchange framework. In the 2017 academic year, 624 Waseda students took part in study abroad programs, an 18% increase from the 529 in the previous year.

● Strengthening network of overseas alumni

- Following its inaugural meeting in Beijing last year, the Waseda University China Alumni Association held its 2nd Annual Meeting in Shanghai. Counting 250 attendees, the event successfully strengthened the network of overseas alumni. The first Regional Exchange Forum in China also took place alongside the alumni meeting, providing a venue to discuss Waseda admissions and curricula with prospective students and their families, as well as to conduct fundraising activities.



China Alumni Association (Shanghai)

Governance reform

● Interim evaluation by external experts at the Management Strategy Headquarters

- In the advisory board meeting of the Top Global University Project at the Management Strategy Headquarters, 4 experts from external parties gave an interim evaluation of the first 3 years of the project. They also offered advice on how to improve Waseda's international strategy and incorporate new developments into our education and research programs.

● Priority measures to help increase university-wide adoption of reforms and the 7th model unit

- We started to apply the knowhow accumulated by model units and instituted support measures to strategically enhance certain fields (support activities such as Joint Appointment (JA) faculty hires, Joint Degree (JD) programs, creating other types of international joint supervision systems, inviting academic leaders, holding international symposia, publishing in high-impact journals, etc.). These targeted enhancement measures allowed the JA hiring of faculty from overseas universities and supported events such as symposia with Nobel Prize winning scholars, which in turn advance the internationalization of education and research at the University as a whole.

- We established Global Asia Studies, the 7th model unit, in order to further enhance the humanities and social science fields. This interdisciplinary unit received the Grants-in-Aid for Scientific Research (Kakenhi) funding in the Scientific Research on Innovative Areas (Research Area: Creation of the Study of Reconciliation) Program and the Core-to-Core Program. Other achievements include developing subjects related to the Sustainable Development Goals and committing to establish joint programs with overseas universities.

● Strengthening the University's financial base with the Waseda Endowment

- To improve the financial base of the University's administration and proactively manage funds on a long-term basis, partial reforms were made to the fund management policy, and a part of the funds has been designated as the Waseda Endowment. Financial management of the endowment will follow a carefully graded progression while the majority of Waseda's funds will continue to be managed under the previous investment policy. This allows the University to have a more balanced financial portfolio.

Education reform

● Introduction of the Waseda Civic Engagement and Leadership Admissions system

- The Waseda Civic Engagement and Leadership Admissions system was introduced to attract highly motivated students from all over the country that have a global mindset as well as an interest in contributing to their communities in a social, cultural, or academic way. In addition to undergraduate coursework, this system allows students to participate in university-wide activities under the theme of civic engagement, and connects students' aspirations even before coming to Waseda to their learning once they are here. This way, the new system encourages continuous civic engagement throughout high school and university.

● Introduction of the new Teaching Assistant (TA) system

- In order to improve teaching effectiveness and to support self-study, the TA system was overhauled to include new categories of TA in the 2017 academic year. This includes new positions such as Advanced TAs, who contribute to the overall quality of the course subjects by supporting learning and through class management, and Learning Assistants, who support students' independent study. Online and in-person advanced training courses were introduced for Advanced TAs, and a certificate has been made available to encourage interest in the training.

● Launch of the WASEDA NEO Project

- The continuing education project WASEDA NEO was established at the Nihonbashi Campus as a center for innovation and exchange. The program offers adults a practical training program that confronts contemporary topics and issues as well as promote inter-personal and business-to-business interaction.



WASEDA NEO classroom

University-specific indicators of achievement results and future targets

● 8 fields in top 100 of QS World University Rankings by Subject; Political Science climbs to top 50

- In the QS World University Rankings by Subject announced in February 2018, 8 fields were ranked in the top 100. The number of fields in the top 50 rose by one, making a total of 4 fields. 3 of them have a strong connection to the model units, and the units' initiatives have been consistently tied to these high evaluations.

● 26th globally in QS Graduate Employability Rankings, 2nd in Japan

- In the QS Graduate Employability Rankings 2018, we achieved a very high ranking of 26th globally and 2nd in Japan. This can be seen as a result of an objective assessment of the educational reforms aiming to produce global leaders, which are demonstrated by our students' post-graduation activities, under the Waseda Vision 150 strategic plan.

● Acceptance of Grants-in-Aid for Scientific Research (Kakenhi) and outside funding

- In the 2017 academic year, 964 projects were selected to receive the Kakenhi funding. The number of research fields for which we were ranked 1st in projects greatly increased from 8 to 16, placing Waseda 5th nationally. In addition to the humanities and social science fields which have shown such results in the past, mathematical analysis ranked 1st for the first time due to the efforts by the model unit.

- Outside funding rose to 10.6 billion yen due to the uptick in the number of funded projects. Funding for indirect costs needed for self-supporting research frameworks successfully remained the same as the previous year.

● International fundraising

- Discussions were held regarding joint projects, such as the Ting Hsin International Group funded joint project with Peking University and the Qatar government funded joint project with Qatar University. We are aiming to activate both projects fully in the 2018 academic year.

- We implemented a new multilingual (Japanese, English, Chinese, Korean) approach to ask for donations from parents of international students (living overseas). This initiative has helped to generate more contributions from the United States, China, South Korea, Taiwan, Hong Kong, Thailand, Singapore, the Philippines and others.

● Mid-to-long term researcher exchange

- We hosted 859 overseas researchers and dispatched 174 Waseda researchers abroad on a mid-to-long term basis. The increase in the number of researchers coming to Waseda is linked to improvements in research space and in the housing environment. In terms of dispatched researchers, having better PR of and improving the internal funding systems, and implementing the quarter system are all measures intended to further increase the number of faculty on exchange.

Initiatives for raising international reputation

● Strategic partnership with the University of Birmingham

- In 2016, we concluded a Memorandum of Understanding with the University of Birmingham and strategically advanced joint research, resulting in 4 joint applications for public research funds. In October 2017, the Tsubouchi Memorial Theatre Museum, in conjunction with Global Japanese Studies, and the University of Birmingham's Shakespeare Institute held the "Ninagawa Shakespeare: A Memorial Symposium" at the Japanese Embassy in the United Kingdom. In an effort to improve Waseda's reputation in the UK, we informed the English media about the program, invited drama critics and other practitioners to participate, and visited each foundation and research institution.

● Summer school with overseas partner universities and expansion of Waseda Summer Session

- The University of Essex Summer School at Waseda expanded in comparison to the previous year. A globally engaged young scholar of political science from Essex taught courses to upper level undergraduate and graduate students, offering a world-class educational experience.

- Taking advantage of the quarter system, we began to offer the Waseda Summer Session during the summer quarter (June-July). The program is a combination of language and other subject courses geared toward undergraduates studying abroad at Waseda. 154 students from 70 universities in 13 different countries participated in the program.

● Success in forming partnerships with overseas universities

- In addition to faculty from Columbia University and the University of California, Los Angeles (UCLA), Waseda hosted visiting faculty from the University of Southern California (USC) and sent faculty to Stanford University to hold lectures and supervise research. In the 2018 academic year, we hired a USC professor as a Joint Appointment (JA) faculty. (Global Japanese Studies)

- One JA faculty was hired from State University of New York (SUNY) Binghamton, offering students high-quality training under joint supervision. In addition to retaining this faculty member in the 2018 academic year, new JA faculty members were hired from the University of Arizona and the University of Washington. (Positive/Empirical Analysis of Political Economy)

- We are making arrangements to conclude *cotutelle* program agreements with the German Sport University Cologne, the University of Bordeaux, and Shanghai University of Sport. In addition to this, we decided to move forward with preparations to conclude graduate student exchange Memoranda of Understanding with the Hungary University of Physical Education and National Taiwan University. (Health Promotion: the Joy of Sports and Exercise)

- Through international joint supervision from Waseda faculty and researchers from the Nanyang Technological University and Singapore University of Technology and Design, Waseda graduate students were able to submit co-authored papers. Arrangements to finalize a Double Degree (DD) program agreement with the University of Westminster are also in development. (Frontier of Embodiment Informatics: ICT and Robotics)

- Along with plans to expand the Joint Supervision (JS) programs we offer in conjunction with Korea University and Uppsala University, faculty from Monash University, the Italian Institute of Technology, Case Western Reserve University, and Virginia Polytechnic Institute and State University (Virginia Tech) were hired as JA faculty members. (Energy and Nanomaterials)

- This year, we hired JA faculty members from Technische Universität Darmstadt, the University of Pisa, National Taiwan Normal University, and Rice University. We negotiated with the University of Pisa regarding a *cotutelle* program, held conferences with the Imperial College London about partner agreements, and continued to promote our international joint supervision programs. (Multiscale Analysis, Modelling and Simulation)

- Through mutual campus visits, we discussed joint education and research opportunities with Harvard University, as well as formally agreeing to host the Harvard-Yenching Institute training program at Waseda. (Global Asia Studies)

Other

● Inspiration from global leaders

- We welcomed President Alpha Condé of the Republic of Guinea, who presented a lecture on Africa's challenges and Japan. President Condé spoke about the current state of Africa and the importance of Japan's assistance, giving participants an opportunity to learn directly from the leader of nation about the challenges his country and others in Africa face.

- Governor of the Bank of France, François Villeroy de Galhau spoke about the present outlook of the international political and economic environment in Europe in his special lecture "Challenges of the Multilateral Economic Order." Following his lecture, the participating students were able to engage in a lively discussion with Mr. Villeroy de Galhau.

