

**MID-TERM GOALS AND MID-TERM PLANS**

**The University of Aizu**

## MID-TERM GOALS

### Introduction

The Public University Corporation, The University of Aizu is the founder and manager of the University of Aizu and the Junior College Division (hereafter referred to as “The Junior College”), and contributes to advancing scientific technologies and academic knowledge through nurturing human resources and conducting research in the fields of computer science and engineering, industrial informatics, food and nutritional science and social welfare studies, as well as contributing to industrial and cultural promotion.

In order to fulfill this mission, the Public University Corporation, the University of Aizu shall have the following basic goals, and pursue the goals as a corporation as a whole, in an effort for close cooperation among internal organizations such as the board of executives, management council, educational/research council, etc., and individual administrative staff and faculty members under the leadership of the chairperson of the board of executives.

### <The University of Aizu>

The University of Aizu has a founding principle, “to Advance Knowledge for Humanity” (creation and advancement of knowledge for humanity,) and has been

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striving to achieve this goal. The University of Aizu shall endeavor to contribute to the future of our nation and the local community in this era when computers are an essential part of the society, by taking a leading role on an international level, utilizing awareness of the world and a wide range of software technology, which are attributes of the University.

<<Basic Goals>>

1. Nurturing internationally-viable individuals as researchers, technical experts, leaders and entrepreneurs who will support technological innovations, rich in creativeness and a high standard of ethics
2. Promoting research and development in computer science and engineering to lead the world and contributing to society and academia
3. Becoming a center for sustainable development of culture and industry in the local society, by promoting close relation and cooperation with local communities

In addition, basic attitudes regarding management of the public university corporation are the following:

<<Basic Attitudes>>

1. Endeavoring to create a college which is unique and can realize sustainable development as a public university corporation, utilizing its characteristics
2. Endeavoring to improve services from the standpoint of

students and prefectural citizens

3. Achieving accountability to prefectural citizens by positively releasing information

I Basic Organization for Education, Research and Period for Mid-Term Goals

1. Period for Mid-Term Goals

The period for mid-term goals shall be from April 1, 2006 through March 31, 2012.

2. Basic Organization for Education and Research

In order to achieve mid-term goals, the University of Aizu shall be structured with an undergraduate school and a graduate school :

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Undergraduate School	School of Computer Science and Engineering
Graduate School	Graduate School of Computer and Engineering

II Goals regarding Improvement of the Quality of Education/Research conducted at the University

1. Goals regarding Education

(1) Goals regarding Achievements of Education

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Aiming to nurture human resources who can make a variety of intellectual proposals to society, employing fundamental software technologies in the ubiquitous computer society\*

\* Society in which computers are used without conscious awareness of their use in daily life

**【Undergraduate Program】**

- 1) Nurturing researchers and technical experts with high ethical standards who can actively play roles as pioneers in the ubiquitous computer society where revolutionary technologies emerge on a regular basis, by educating

I Measures to be taken to achieve goals regarding improvement of the quality of education / research conducted at the University

1. Measures to be taken to achieve goals regarding education

(1) Measures to be taken to achieve goals regarding educational achievement

Maintaining an open computer environment which provides students technical information that makes it possible for students to acquire knowledge broadly and deeply according to their motivation for learning, and acquire fundamental skills and knowledge, in order to nurture human resources who can recognize and solve new problems using their own ideas in the computer society.

In order to conduct education at the internationally recognized standard for which the University is aiming, significantly improving educational contents, methods, etc. will be required to respond appropriately to rapid advances in society and technological advancement.

Various support systems provided by the Ministry of Education, Culture, Sports, Science and Technology, etc. for improvement and support for educational contents and methods at universities shall be proactively utilized measures to realize the activities mentioned above.

The administrative planning functions shall be functionally reinforced within the University to support educational / research activities in these fields.

**【Undergraduate School】**

- Restructuring of the academic departments will be carried out in order to conduct education and research conforming to progress made in computer science and engineering and the computer society.
- Striving to nurture individuals with proposal-making ability, practical expertise,

students so that they gain a wide range of knowledge in the humanities and social sciences while using mathematical sciences as basic tools for the advancement of computer science

2) Aiming at having 40% of undergraduate students going on to graduate school, by promoting research-oriented education to encourage student aspirations for education at graduate schools through starting of research at an early juncture of enrollment

\*The percentage of undergraduate students who went to a graduate school from AY 2002 to AY 2004 ----- 30%

3) Nurturing students in an international environment to increase their knowledge and sensitivity, as human resources with global perspectives and internationally-viable English language skills soon after admission to the University

creativity and an entrepreneurial spirit, so that they will be competitive in society, human resources will be developed while fostering abilities in solving daily issues in a scientific manner, making use of creativity and innovative and useful ideas in individual students, with which students can cope with changes in the future.

- With the foundation of logical thinking based on knowledge of mathematics and physics, in addition to knowledge of a broad range of humanities, social sciences, computer ethics and intellectual property, acquiring competence in computer science and engineering shall be aimed for.
- Students' health and physical fitness, as a foundation for student lifestyles, shall be promoted by offering academic courses such as health and physical activity education, in an effort to encourage cheerful attitudes and flexible character in students.
- Individuals who have reliable skills and basic knowledge in the field of information and telecommunications focused on software and system design, and have attained fundamental knowledge in software engineering will be nurtured.
- The University shall aim at increasing the percentage of students who have obtained computer-related certification (certification for engineers of basic information technology: from the current 25% to 50%, certification for software technical engineers: from the current 7% to 15%) by encouraging students to take relevant examinations.
- For students who have aspirations to continue studying at the Graduate School, "research-oriented education" will be further promoted.
- Consistency between upper division general education at the Undergraduate School and specialized education at the Graduate School shall be pursued. At the same time, depending on undergraduate students' needs, they shall be able to acquire academic credits from the Graduate School as well.
- Highly professional English language education shall be provided centered on faculty members who are native-like speakers of English and who have doctoral degrees (Ph.D) in

**【Graduate Program】**

- 1) Nurturing researchers who can create new “knowledge” with advanced leadership in the ubiquitous computer society
- 2) Nurturing technical experts who have advanced expertise, practical ability and the spirit of entrepreneurship
- 3) Aiming at an increase of at least 50% more successful students awarded doctoral degrees  
\*the average number of successful students awarded doctoral degrees per academic year between AY 2001 and AY 2004 ----- 4.5 students

relevant fields, aiming at acquisition of English language skills to be of practical use for research and development in the field of computer science, as well as in the international business scene.

- Students shall be encouraged to take English proficiency tests in order to demonstrate their English proficiency, so that 80% of students shall take such tests by the time of their graduation.

**【Graduate School】**

- Restructuring of the fields of study of the Graduate School will be carried out in order to conduct education and research conforming to progress made in computer science and engineering and the computer society.
- Education shall be conducted to foster individuals who are interested in integration of multiple fields of specialization.
- The Center for Language Research shall conduct research on methods of teaching scientific English expressions, and shall at the same time, use these results to conduct English education as common courses of the Graduate School.
- Consideration shall be given to establish programs flexible enough to accept students who have already started their professional careers.
- Concerning conferment of doctoral degrees, an increase of the number of individuals to whom degrees will be conferred to shall be aimed at, utilizing the system for conferment of doctoral degrees based on theses submitted by people not enrolled at the Graduate School and students who withdrew from the program following fulfillment of the standard academic residence requirement, while maintaining the quality of education at the Graduate School.

(2) Goals regarding content of education, etc.

① Admission Policy and Entrance Examination System

**【Undergraduate School】**

- 1) An admission policy based on the University's educational principles, etc. will be publicly announced.
- 2) In order to secure students with a sense of purpose who are well-motivated to learn, diversified selection methods will be introduced in response to the needs of the age.

(2) Measures to be taken for achievement of goals regarding educational content

① Specific measures regarding selection of students in accordance with policy of acceptance of admitted students (admission policy)

- Effective publicity for the purpose of recruiting excellent students and publicizing of the admission policies of the University of Aizu have become very important, and active publicity shall be greatly promoted by improvement of content of the "Open Campus" program, explanatory meetings for prospective students, University publications and the University's home page.
- Flexible and various selection methods will be deliberated on and implemented to correspond to the diversity of applicants, taking into account methods for securing the quality of students completing undergraduate/graduate programs.
- Increasing student capacity shall be considered.

**【Undergraduate School】**

- Students with a sense of purpose in the specific field, computer science and engineering, shall be actively admitted to the University.
- Entrance examinations: As mathematics and English are indispensable and fundamental subjects for studying computer science and engineering, questions shall be given focusing on mathematics and English.
- Special admissions: Admission by recommendation for applicants residing in the Prefecture (admission capacity: 20% of the entire admission capacity), which has been conducted since opening of the University, shall continue to be conducted. In addition, admission by recommendation for applicants all over Japan shall be conducted.
- For the purpose of providing students opportunities to enjoy university education at a stage of education earlier than in the conventional Japanese school system, a system that allows second-year high-school students to be admitted (early admission) shall be



**【Graduate School】**

- 1) An admission policy based on the University's educational principles will be publicly announced.
- 2) In order to secure students with a sense of purpose who are well-motivated to learn, diversified selection methods will be introduced in response to the needs of the age.
- 3) In order to secure students who will play leading roles in the global community, applications for admission will be invited from all over the world.

② Curriculum

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A curriculum will be organized to ensure consistency in education both at the Undergraduate School and the Graduate School.

introduced, aiming at nurturing human resources with broadened horizons and flexible thinking that promote creative research that can contribute to the world in the future.

**【Graduate School】**

- Educational environments shall be improved and conversion courses shall be increased for students graduating from undergraduate schools other than computer related fields to help them become oriented to studies in computer science, and a wide range of students will be accepted.
- Concerning methods for acceptance of mid-career professionals, change of periods of enrollment, such as long-term and one-year enrollment systems, in addition to improvement of convenience for commute by opening nighttime and holiday classes at satellite offices shall be considered.
- Selection of international students for admission to the Graduate School has been carried out without applicants having to come to Japan. Acceptance of excellent international students shall be implemented by means of cooperation, agreements, treaties, etc. with universities in other countries.
- Early admission/early entrance which allows third-year students of the Undergraduate School to enter the Graduate School shall be continuously implemented.

② Specific measures to be taken for preparation of the curriculum to meet with the policy on education at the University

**【Undergraduate School】**

- 1) Students will be exposed to achievements of research in state-of-the-art technology by taking part in current and advanced research projects, so that they can start to understand what basics they should learn in order to attain the most-advanced and the best research achievements.
- 2) Education of English to be of practical use for research and development in the field of computer science, as well as in the international business scene will be provided.

**【Master's Program】**

In addition to conducting instruction in specialized education, the curriculum will help students acquire presentation skills acceptable by international standards, learn extensively other scientific fields related to computer science, and develop their creative thinking.

**【Undergraduate School】**

- First-year students shall start studying specialized courses and basic education courses, and gradual and hierarchical curriculum for specialized courses, focusing attention on student understanding, shall be designed.
- Curriculum shall be revised based on international standards in order to improve knowledge and skills to be provided to students, tailored to progress in computer science and technology, and respond to the demands of the times.
- Education shall be provided to nurture individuals with practical knowledge and skills regarding software technology in order to meet needs from society.
- English language education shall be provided, focusing on necessary English skills for learning computer science and engineering.

**【Master's Program】**

- Standardization of the term system with the Undergraduate School shall be examined in order to deepen collaboration with Undergraduate School education.
- Consistency of curriculum with the Undergraduate School education shall be improved by operating in conjunction with research-driven education at the Undergraduate School so that smoothly conduct research once they are in the Graduate School. Undergraduate school students who are planning to go on to the Graduate School can go on to .
- Curricula shall be flexibly reviewed to promote education including revision of courses and subjects to nurture individuals with practical knowledge and skills regarding software technology in order to meet needs from society.
- General courses common to educational fields of study shall be provided as basic courses for the Graduate School.

**【Doctoral Program】**

Education in research methodology will be given to students, so that they can complete their original research.

③ Educational Methodology  
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**【Undergraduate School】**

- 1) Students will be assigned to laboratories immediately after admission to the University, and further improvement will be made to Student Cooperative Class Projects (SCCPs), projects unique to the University, in which students are exposed to the latest research achievements.
- 2) Classes with more emphasis on exercises will be

- Proactively collaborating with society, students shall create actual products in research, through creative education such as Creative Factory Seminars, which aim at active collaboration between students in order to return research achievement to society.
- Education, so that students will be able to give internationally viable presentations will be offered, such as encouraging students to listen to various presentations beyond their majors and grade levels to acquire broad fields of knowledge, and also implementing presentation seminars so that students can receive effective presentation skill training, shall be provided.

**【Doctoral Program】**

- Individuals who can become independent researchers in the future shall be nurtured through experiencing research activities as collaborative research partners with faculty members aiming at achieving goals of high standards with utilizing the RA system.
- Advanced training regarding research methodologies, etc. shall be implemented in special seminars and special research.

③ Specific measures regarding educational methodology

**【Undergraduate School】**

- SCCPs (Student Cooperative Class Projects) shall be provided to first-year students in order to have them realize the importance of Upper Division Education Courses.
- Small classes and seminars shall be formed to encourage interactive education.
- Practical skills regarding programming, diversified computer operating and English language proficiency shall be provided.
- Efficiency of class management and educational effectiveness shall be improved by upgrading teaching skills of TAs\* and SAs\*.

\*TA (Teaching Assistant) ... Students of Master's Program at the Graduate School to be

conducted, in order to develop students' practical skills.

- 3) Comprehensive English language education by the many non-Japanese faculty members through English classes and specialized education given in English will be further improved.
- 4) Education will be provided to nurture human resources with wide-ranging education and high ethical standards

**【Graduate School】**

Through attentive supervision of students working on their degree theses and by having students participate in research conducted by faculty members, students' research ability will be developed, enabling them to produce

engaged as teaching assistants at the Undergraduate School education

\*SA (Student Assistant) ... Fourth-year students at the Undergraduate School to be engaged as assistants for specialized basic education at the Undergraduate School

- Effective software education shall be provided by encouraging students to participate in various contests in relevant fields and internships in the industrial world, etc., which will be regarded as a regular education program at the University.
- Participation in education conducted at the University by individuals who have graduated from the University will be considered, so that more practical education can be provided.
- English language education shall be provided centered on faculty members who have doctoral degrees (Ph.D) in relevant fields for English education.
- Lectures to be conducted in English in Upper Division Courses (currently 60%) shall continue using progressive teaching materials published overseas written in English, and students shall continue preparing their graduation theses in English, so that students can acquire knowledge of cutting-edge technology in computer science and engineering.
- To foster students who have a broad range of knowledge and high ethical standards as computer science and technology researchers and engineers, academic courses such as "Introduction to Computer Science and Engineering" and "computer ethics," etc. shall be improved.

**【Graduate School】**

- Education fostering students who not only focus on their specific areas of research, but are exposed to a diverse range of special areas shall actively be planned, through seminars involving multi laboratories and research collaboration.
- English shall be used as a common language for classes in most cases.

achievements which will lead to contribution to society.

④ Evaluation of Students' Academic Performance

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**【Undergraduate School】**

Impartial and strict evaluation of students' academic performance will be conducted.

**【Graduate School】**

Evaluation of students' academic performance and their degree thesis reviews will be conducted in an impartial and strict manner.

- Special training programs which allow students to conduct research at research organizations outside the University (including an “internship program”) shall be implemented and utilized.
- Attendance by students at academic conferences and research seminars shall be supported.

④ Specific measures regarding evaluation of students' academic performance

**【Undergraduate School】**

- Evaluation of students' academic performance based on standards which satisfy requirements set by third-party evaluation organizations shall be put into practice.
- Exam questions shall be disclosed after relevant examinations, in principle, and evaluation standards for each course shall be included in syllabuses before the start of each semester.
- With regard to courses taught by more than one faculty member, adjustments shall be done as necessary for impartial evaluation.
- The “Committee for Settlement of Student Grievances” shall act to settle students' problems and requests regarding evaluation.
- Emphasis will be put on students' attendance at every class, taking into consideration characteristics of subjects in computer engineering and science.

**【Graduate School】**

- In order to live up to expectations and gain trust from society, the University will take responsibility in securing the quality of students who are awarded graduate academic degrees. In concrete terms, implementation of evaluation of performance based on standards which satisfy requirements set by third-party evaluation organizations shall be considered.
- Regarding the Doctoral thesis review, the current criterion shall be maintained.

<p>(3) Goals regarding systems/organizations for conducting education</p> <p>① Placement of faculty and administrative staff members</p> <ol style="list-style-type: none"> <li>1) For improvement of educational methodology and content, flexible placement of faculty and administrative staff members shall be conducted.</li> <li>2) The percentage of non-Japanese faculty members teaching specialized subjects at the University of Aizu School of Computer Science and Engineering will be maintained at roughly fifty percent.</li> </ol>	<p>Regarding the Master's theses, thesis presentations outside of the University shall be made obligatory for assurance of quality.</p> <ul style="list-style-type: none"> <li>• To maintain the quality of academic degrees conferred a system which allows having faculty members from other graduate schools or research institutions as referees of doctoral thesis review committees shall be utilized as circumstances demand.</li> <li>• Regarding academic courses in the Master's Program, disclosure of examination questions shall be standardized. On top of that, policies regarding evaluation of students' academic performance shall be announced for respective courses in syllabi, etc. before classes begin.</li> <li>• "The Grievance Processing Committee" shall respond to objections and requests by students regarding evaluation of students' academic performance.</li> </ul> <p>(3) Measures to be taken to achieve goals regarding systems/organizations for conducting education</p> <p>① Specific measures regarding placement of faculty and administrative staff members</p> <ul style="list-style-type: none"> <li>• Formation of academic departments shall be reviewed to correspond to curriculum formation, and faculty members shall be flexibly assigned.</li> <li>• An education system including teacher-training courses which would make it possible for students to acquire first class certificates for teaching in junior high school in mathematics, senior high school mathematics, and senior high school information classes shall be improved further.</li> <li>• Employment of faculty members shall be promoted with an international perspective in a well-planned manner so that systems allowing high quality education can be conducted will be secured.</li> </ul>
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② Improvement of the educational environment

- 1) Facilities, equipment, materials, and information necessary for improvement of effectiveness in learning will be prepared.
- 2) With regard to the University of Aizu School of Computer Science and Engineering, a stable supply of various software and hardware shall be maintained.
- 3) With regard to the University of Aizu School of Computer Science and Engineering, students will be provided with a computer environment in which one or more computers per student are available on campus at any time of the day or night.

② Specific measures to be taken for improvement of the educational environment

- Structure necessary for management and administration of computer environments shall be maintained while facilities and equipment, etc. related to computers on campus shall be promoted by constantly reflecting trends in the evolution of information technology.
- In addition to collection and improvement of library materials required for education and research, effort shall be exerted towards maintenance of favorable environments and improvement of services for users through workshops for use of the University Library, etc.
- Online journal subscriptions<sup>※</sup> shall be further promoted, so that the latest information can be collected promptly and comprehensively, and used to contribute to education and research.  
※ Online journal subscription: Online service for retrieval and viewing academic journals, etc.
- For realization of high-level education in various scientific fields, and for the ease of giving lectures from distant places, full-scale operation of e-learning<sup>※</sup> and a system for its management shall be improved.  
※ e-learning: A learning style utilizing the Internet.

③ Measures to be taken for evaluation of educational activities

- Periodic evaluation of educational activities shall be implemented by the Internal Investigation and Evaluation Committee.
- Student class evaluations shall be maintained.
- Evaluation on educational activities by third parties including specialists in education shall be carried out.

③ Evaluation of educational activities

Appropriate evaluation, including internal investigation and evaluation, and student class evaluation, will be conducted.

④ Linking evaluation results to qualitative improvement

Systematic improvement of educational quality will be aimed at, with feedback from evaluation of students' academic performance and educational activities serving as useful data for improvement.

④ Measures to be taken to effectively use evaluation results for improvement of quality of education

- An organization (a center) for providing support for education shall be established, and integration of lectures and exercises, collaboration between courses, improvement of faculty members' instructing skills (FD, Faculty Development)※ including preparation of syllabi shall be reviewed and implemented. Student class evaluations shall also be implemented and the results of these evaluations shall be analyzed.

※ FD (Faculty Development): Research and training for improvement of class content and teaching skills, etc. for the University as a whole

- Results of student class evaluations and follow-up surveys from past graduates will be given to faculty members, and at the same time, results of class evaluations, questions for course exams, lists of grades, and distribution of grades will be disclosed within the University so that systems for faculty members to address improvement of quality of education will be formed.
- Based on results of previous evaluations, meetings for faculty members to get information regarding education at the University shall be planned.



<p>(4) Goals regarding student support</p> <p>① Support in studies</p> <p>Support in studies giving consideration to individuality of students shall be provided to increase their desire to learn.</p> <p>② Support for student lifestyles</p> <p>1) Supportive environments to help students establish pleasant lifestyles will be improved.</p>	<p>(4) Measures to be taken to achieve goals regarding student support</p> <p>① Specific measures regarding learning assistance</p> <ul style="list-style-type: none"> <li>• In order to bring out characteristics and abilities of each student, a mentor system* or an office hour system under which faculty members support individual students with guidance and a student advisor system shall be put into practice.</li> <li>※ Mentor System: Students are grouped into several small classes, to each of which a faculty member is assigned to support students mentally on a continuous basis.</li> <li>※ Office Hour System: Specific hours that respective faculty members make available to students for counseling about their campus lives in general</li> <li>※ Student Advisor System: The specific hours that TAs or SAs make available to students for counseling regarding academic matters</li> <li>• The “Withdrawal Recommendation System” to detect and care underachieving students at an early juncture will be maintained. It is expected that students will be able to find suitable future paths through advice on studies and student lifestyles.</li> </ul> <p>② Specific measures for provision of consultation services regarding student lifestyles and health</p> <p>1) Improvement of environments as they relate to students’ lifestyles</p> <ul style="list-style-type: none"> <li>• With regard to lifestyle and health counseling, a counselor (Student Consultation Room), a nurse (Medical Treatment Room), Grievance Counselors (Grievance Counseling Office, Grievance Processing Committee), Counselor for Sexual Harassment (Committee for Prevention of Sexual harassment) and staff members of the Student Affairs Division will cooperatively work for students.</li> <li>• Basically, counseling shall be done on a student-counselor basis. However, in order to detect and care students experiencing difficulties in their lifestyles at an early juncture, adequate information shall be forwarded to their guardians at an adequate</li> </ul>
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<p>2) Extra-curricular activities by students will be supported.</p> <p>3) A system for support for lifestyles of students including international students and adult students who are/were working full-time will be organized.</p>	<p>juncture so that guardians can also grasp situations through consultation, etc.</p> <ul style="list-style-type: none"> <li>• With regard to realization of an environment in consideration for universal design※, approaches for students with physical disabilities in terms of education and research shall be improved in line with establishment of a support system by faculty and students</li> <li>※ Universal design: Universal design is an approach to the design of all products, buildings and environments to be as usable as possible by as many people as possible.</li> </ul> <p>2) Students' extra-curricular activities</p> <ul style="list-style-type: none"> <li>• In order for students to be more actively engaged in extra-curricular activities, spaces and places reserved for conversation and relaxation should be ensured.</li> <li>• Taking into account an educational viewpoint that students improve themselves through interaction with many students as they spend their time in a group, measures to support students' extra-curricular activities shall be put into practice.</li> </ul> <p>3) A system to support lifestyles of students</p> <ul style="list-style-type: none"> <li>• Measures for reducing students' financial burdens shall be considered. For example, dormitories for freshmen or low-rent apartments by use of housing owned by private companies shall be considered, with an expectation that there will be more applications for admission from excellent students.</li> <li>• In order to accept excellent students, preferential treatments of students, such as expansion of the range of students subject to tuition exemption and establishment of a University of Aizu scholarship system will be considered. Emphasis will be placed on consideration on such systems for the Graduate School.</li> <li>• Through further improvement of the TA and RA systems, financial burdens on graduate school students will be reduced, so that they can concentrate on their studies</li> </ul>
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and research.

※ RA (Research Assistant) ---- Doctoral students who are assigned to support faculty members in research.

- Effective use of the Lounge for International Exchange and Informal Discussion shall be aimed at for communication between international students and Japanese students, among faculty and administrative staff members, and for exchange of various information shall be worked on.
- The University and the Support Association for International Students of the University of Aizu (SAISUA) shall work together to support international students.
- Occasions for informal discussion and exchange of opinions between international students and people from local companies and societies shall be organized.

③ Specific measures regarding support for students' career development activities

- The employment rate for students who wish to be employed at private companies will be maintained at 100 %.
- For improvement of quality of career guidance, on-campus company seminars jointly held by companies and the original handbooks for University of Aizu students seeking jobs should be improved. In addition, in order for students to develop views towards professions and increase their interest in future employment at an early juncture of their enrollment at the Undergraduate School, career planning seminars intended for students of lower academic years (e.g. second-year students) shall be planned and a qualified career counselor\* (whose qualification is recognized by the Ministry of Health, Labor and Welfare) shall be placed at the University.

※ Career counselor: An individual who gives students advice on career development

- For the purpose of increasing students' awareness of choice of occupations, enhancing students' motivation to study, and improving students' ability to adapt themselves to

③ Support for students' career development activities  
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Attentive support shall be given to students for their career development activities, with an expectation for an employment rate of 100% of graduates who seek employment.

\* Employment rate average between AY 2004 and AY 2005

Undergraduate School: 98%

Graduate School (Master's Program): 99%

society, students shall be encouraged to be engaged in internship programs\*. Deliberations shall also be made on handling of the internship program as a course for which students can earn academic credits.

※ Internship: An education program for students to obtain practical experience in work related to their future paths while they spend time at companies, etc. working as trainees

- Seminars for vocational assistance intended for faculty members shall be held in order to contribute to faculty members' activities to support students' career development.
- Visitation programs to local companies shall be planned and carried out, so that both students and faculty members can attain deeper understanding about career development.
- By reinforcement of ties between the Alumni Association and the University, networks among past graduates from the University will be established to help programs to support students currently enrolled seeking employment.
- As a measure for supporting young researchers, the employment system established originally by the University for special research fellows shall be maintained, providing Pos. Doc. positions\* to graduates of our Doctoral Program.

※ Pos. Doc. positions: Positions that refer to "Post Doctoral Fellows," research fellows working for research institutions like universities who were awarded a Doctoral degree, but have not yet been employed at permanent positions at companies or educational institutions. The term of employment for those research fellows is usually short-term.

Occasions for our students and faculty members to meet and exchange information with persons who were previously faculty members of our University or who were awarded a Master's/Doctoral degree from our University shall be planned in order to increase job opportunities for our graduate students.

## 2. Goals regarding research

### (1) Goals regarding research standards and results

#### ① Model research standards

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- 1) The University shall aim for research which will enable the University to take a lead in contribution to society in the field of computer science and engineering.
- 2) The University shall strive for exploratory and advanced research, and original research to play a leading role in research with a global perspective.

## 2. Measures for achievement of goals regarding research

### (1) Measures for achievement of goals regarding research standards and results

#### ① Model research directions

- World-class research in computer science and engineering will be further promoted to create results having a major impact on relevant fields.
- Research will be conducted to contribute to “formation of a local society where sustainable development is possible,” a theme which has been assigned to Fukushima Prefecture as well as the world in the 21<sup>st</sup> century. In order to achieve these goals, heightening of professional awareness as researchers will be promoted.
- In order to promote the pioneering research with creativity and originality, invitation of young researchers to the University shall be focused on.

#### 【Fields to be focused on】

- Pioneering research: Innovative computing  
Research in innovative computing to advance high performance computing science. This will be done through installing system software, and systems utilizing parallel algorithms in University’s computer system design infrastructure.
  - Research with the objective of regional contribution: Ubiquitous computing  
Research in constructing information environments for ubiquitous medicine and care, education and learning, daily life and work, etc., which play important roles in ensuring a safe and secure society.
  - Exploratory research  
Participation in the space frontier project as part of research to convey the importance of science to the next generation.
- ※ The above fields shall be re-examined as necessary, in correlation to changes in environments, etc. within and outside the University.

② Feedback of research results to society

The University shall aim at research with originality, as well as research activities in response to the needs of local communities, in order to give back to local communities in the form of knowledge the University has acquired, and thus contribute to advancement of industry, science and culture, while fortifying bonds with local communities and industry.

③ Verification of research standards and research results

The extent that research results have satisfied global standards and that contribution has been made to society will be verified.

② Detailed measures regarding methods for giving back research results to society

- The University shall give back research results to society through international conferences, academic journals, patents, and technology transfers as well as hosting of international workshops, symposiums and international conferences.
- The University shall share its research results with local communities and citizens through hosting of public lectures, IT seminars, forums, etc.
- Market value of research results shall be improved through acquisition of patent rights and technology transfer.
- The University-Business Innovation Center shall take an initiative in selecting research topics needed by local communities and industry as well as actively promoting the University's collaboration with local communities and industry.
- The University shall actively host lectures and research funded externally, and promote collaborative research with external organizations and/or utilization of external funds (cooperative and commissioned research, grant donations.) The University shall also strive to send information, give publicity, conduct activities for enlightenment, and make known release research results to the public.
- For the purpose of contribution to improvement of English education in other universities, etc., achievements of English education and research for the Graduate School conducted by the Center for Language Research will be disclosed to the public.

③ Detailed measures regarding verification of research standards and results

- Periodic self-inspections/evaluations as well as third-party evaluations shall be implemented. Results of research projects, etc. shall be presented and verified at presentations and symposiums open to those outside of the University.
- The University shall aim at a 50 % increase in the number of the University's

<p>(2) Goals regarding improvement of systems, etc. for promotion of research</p> <p>① Fundamental policy regarding assignment of researchers, etc.</p> <p>1) Flexibility in assignment of researchers shall be maintained, so that targeted research standards can be satisfied and targeted research results can be attained.</p> <p>2) Multi-disciplinary projects with originality will be initiated and promoted.</p> <p>② Improvement of research environments</p> <p>1) Organization and systems to support research</p>	<p>publication in major journals during the mid-term plan period. (An increase from the present number of 96 papers to 144 papers)</p> <ul style="list-style-type: none"> <li>• The University shall discuss a reward system for highly evaluated research results.</li> </ul> <p>(2) Measures for achievement of goals regarding improvement of systems for promotion of research</p> <p>① Detailed measures regarding assignment of researchers</p> <ul style="list-style-type: none"> <li>• Making the best use of networks with non-Japanese researchers who have belonged to the University of Aizu and related foreign institutions, etc., commissioning of visiting researchers at the University of Aizu and measures for recruitment of excellent non-Japanese faculty members shall be examined.</li> <li>• A system which enables young and prospective post-doctoral research students and research assistants, etc. to actively participate in research shall be prepared for revitalization of research at the University.</li> <li>• Regarding the fields of study which focus on essential goals of the University of Aizu, support systems and maintenance of academic research environments shall be given extra consideration.</li> <li>• General research strategies for the University shall be prepared to establish a research support system and improve a research environment aimed at these strategies. The University-Business Innovation Center (UBIC,) in particular, shall become the center for promotion of projects which meet social needs and/or can obtain external funds to promote organizational and strategic collaboration between the University's research activities and society.</li> </ul> <p>② Specific measures regarding research environments</p> <ul style="list-style-type: none"> <li>• The current laboratory system will be reviewed, and a research organization with</li> </ul>
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responding to diverse needs shall be improved.

- 2) Research results shall be applied practically and managed as intellectual property for contribution to society.

flexible, trans-disciplinary and bottom-up functional structures will be established, in addition to another organization to address passing on and evolving knowledge, a mission of the University.

- A limited term of office system will be introduced to the flexible research organization, and acquisition of external funds on the basis of research for specific purposes, such as basic research intended for the Center of Excellence (COE) Program<sup>※, etc.</sup> and research for contribution to local communities will be one of the missions of research. In principle, faculty of this organization shall be assigned a smaller workload related to educational responsibilities, so that they can concentrate on research, and during a start-up period, they shall be given priority regarding allocation of research funds.

※ Center of Excellence (COE) Program: Based on the June 2001 report, "A Policy for the Structural Reform of Universities, 2 the Ministry of Education, Culture, Sports, Technology and Science (MEXT) established a budget to launch in FY 2002 a new initiative called the 21st Century COE Program. Program works to cultivate a competitive academic environment among Japanese universities by giving targeted support to the creation of world-standard research and education bases (Centers of Excellence) in a range of disciplines.

- In order to support research conducted by faculty members and doctoral students, the existing RA system shall be improved.
- A portion of external funds shall be appropriated for advanced and inter-disciplinary research, international cooperation, and fortification of research environments.
- The University shall entrust UBIC with promoting cooperative research, etc., for the University as well as establishing strategies for obtaining external funds, and making these strategies well known to faculty members.
- The University shall take measures in which indirect expenses to be used for improvement of the University's overall research environment shall be added to direct



<p>③ Fundamental policy regarding evaluation of research activities</p> <ol style="list-style-type: none"> <li>1) A system for evaluation of research activities shall be improved, so that evaluation of research progress and disclosure of research achievements can be promoted.</li> <li>2) To what extent relevant research has contributed to local communities and society shall be included in evaluation standards.</li> <li>3) Fair, unbiased, and clear evaluation shall be conducted.</li> </ol>	<p>expenses for collaborative research expenses and commissioned research expenses to be paid by research partners. For the time being, UBIC shall take the lead in making an effort to win understanding from businesses and the University's collaborative research partners, on these measures concerning indirect expenses.</p> <ul style="list-style-type: none"> <li>• The University shall assign UBIC a function of being headquarters for administrating intellectual property to improve the University's overall function of assisting collaboration among industry, academia, and government, for the purpose of giving back research achievements to society.</li> <li>• The University shall strive for improvement of the environment utilizing competitive research funds (funds for research for which applications are invited from within the University,) while faculty members, etc. who have been allocated competitive research funds should apply for patents, etc. within a year after completion of their relevant research.</li> </ul> <p>③ Detailed measures regarding evaluation of research activities</p> <ul style="list-style-type: none"> <li>• Making the best use of the Internal Evaluation Committee, etc., evaluation of research processes and research achievements shall be implemented on a periodic basis.</li> <li>• The University website shall be improved to obtain evaluations from society. Through the site, the University shall release the University gazette on an annual basis and publicly present "research reports" from faculty members and projects. This shall facilitate evaluations and wider access to research results.</li> <li>• Social contribution shall be evaluated from the standpoint of technological innovation such as, creation of intellectual property, transfer of technology, etc., and shall be reflected in evaluation of faculty members.</li> <li>• Research activities shall also be evaluated in terms of results of research advice given to students, obtaining external research funds, faculty members in positions as executives</li> </ul>
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<p>④ Fundamental policy for linking evaluation results to improvement of the quality of research</p> <ol style="list-style-type: none"> <li>1) Evaluation results of research activities shall be effectively utilized for improvement of research activities by faculty members</li> <li>2) Funds shall be allocated to faculty members carrying out excellent research.</li> </ol> <p>3 Goals regarding contribution to local communities</p> <p>① Cooperation and collaboration with local communities and society regarding education and research</p> <ol style="list-style-type: none"> <li>1) As a university open to local communities, the University, based on the needs of local communities, shall strive to widely provide information related not only to its specialized fields but also to culture and education in order to support local education.</li> <li>2) Coordination and cooperation with various prefectural measures, as well as active support for formation of policies by the prefectural government shall be</li> </ol>	<p>of scientific conferences and/or members of committees, etc.</p> <p>④ Detailed measures regarding utilizing of evaluation results towards improvement of the quality of research</p> <ul style="list-style-type: none"> <li>• Research funds shall be strategically allocated: Grant-In-Aid for Scientific Research (Kakenhi) shall be allocated to pure basic research, research funds other than expenses for business operation including public competitive research funds and commissioned research funds shall be allocated to objective-oriented basic research and project research.</li> <li>• Research funds for the University of Aizu shall be allocated taking into consideration of fields that the University of Aizu shall work on as essential goals of the University.</li> <li>• In the light of the importance of academic research based on creativity in basic field research lacking financial resources, appropriate consideration shall be given to budget assistance for this type of research.</li> </ul> <p>3. Measures for achievement of goals concerning contribution to local communities</p> <p>① Detailed measures regarding collaboration and mutual support with local communities and prefectural administration</p> <ul style="list-style-type: none"> <li>• As a university open to local communities, the University shall expand opening of various facilities such as the University Library and promote use of athletic facilities by people outside the University</li> <li>• UBIC will aim to promote continuous reform and promptly respond to changes of industry structure, etc., so that users, including local private companies can enjoy practical advantage from support provided by UBIC and the user-friendliness of relevant facilities as results of the reform.</li> <li>• Public lectures in which University's unique facilities and research achievements are</li> </ul>
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promoted.

- 3) Cooperation and mutual support with local national/municipal/private universities, including Fukushima Medical University shall be promoted.

utilized shall be actively offered. Such public lectures include the “TRY series” and multimedia seminars for which computer machines are actually used during lectures.

- The University shall make known to the public, not only public lectures to be held on campus, but also off-campus public lectures to be held at local facilities, and further promote implementation of off-campus lectures for high schools inside and outside the Prefecture as well as public lectures in cooperation with local lifelong-education promoting organizations.
- The University shall promote support in the form of providing access to human resources and facilities for improvement of the skills of junior-high and high school teachers in the Prefecture, and in addition, shall consider providing long-term training by accepting currently-employed teachers from outside the University to the Graduate School where specialized certificates for teaching can be obtained.
- The University shall work on preparation of a system for improvement of junior and senior high school student proficiency in mathematics, physics and English in the Prefecture, and conduct research regarding content of education, teaching materials and IT tools, etc., in cooperation with the Fukushima Prefectural Board of Education. In particular, the University shall further cooperate with the Board of Education in order to realize integrated education for junior and senior high school students at Aizu Gakuho High School.
- The University shall host the “Computer Science Summer Camp” and the “Personal Computing Contest for High School Students in Japan” in cooperation with affiliated organizations and other organizations, etc. to nurture individuals who will support the information society and publicize the University’s distinctive characteristics and strengths to the nation as a whole through these events.
- The University shall promote research/development of programs such as e-mail software. So that computers can be operated with ease by the elderly and the physically

<p>② Promotion of university-industry-government cooperation</p> <ol style="list-style-type: none"> <li>1) University-industry-government cooperation, which has been recognized as a role that universities should assume for society, will be aggressively promoted.</li> <li>2) Research collaboration with companies and research institutions in Fukushima Prefecture shall be promoted and research outcomes shall be given back to society.</li> <li>3) With regard to the University of Aizu School of Computer Science and Engineering, creation of university-led ventures* will be promoted toward the goal of a 50% increase in the number of start-up venture companies from the University.</li> </ol> <p>*University-led ventures: Companies that university faculty members or students start up to provide products and/or</p>	<p>challenged.</p> <ul style="list-style-type: none"> <li>• By means of cooperation with Fukushima Medical University, etc., the University shall put an emphasis on research/development of “IT (information technology)” related to remote medical care, for example, use of mobile phones and perform activities with close communication with the local community.</li> <li>• Seminars for faculty and administrative staff development shall be planned cooperatively by universities not only in Fukushima Prefecture, Fukushima Medical University, for example, but also in neighboring areas, while taking advantage of the characteristics of each university as much as possible. In addition, joint meetings among those universities shall be planned for periodic exchange of information, so that universities can make the best use of information obtained at those meetings.</li> </ul> <p>② Detailed measures regarding promotion of industry-academia-government cooperation</p> <ul style="list-style-type: none"> <li>• The University will actively promote industry-academia-government cooperation playing a leading role for regional development.</li> <li>• From a global point of view, China, Russia, and India have been active in economic activities related to IT fields. Many professors at the University are from these countries and their expertise shall be utilized for diversified development and cultivation of markets for prefectural venture businesses in the future.</li> <li>• The establishment of a satellite office will be considered so that activities for education, research and contribution to local communities in relation with firms and researchers, etc. in the metropolitan area will be promoted. The office will also be utilized as a center for activities carried out in that area by venture business companies started by the University.</li> </ul> <p>③ Detailed measures regarding evaluation of contribution to local communities</p> <ul style="list-style-type: none"> <li>• Achievement of goals regarding each business item related to contribution to local</li> </ul>
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services they created based on their research outcomes.

③ Evaluation of contribution to local communities

Contribution to local communities shall be appropriately evaluated as a mission of the public university corporation.

4 Goals regarding international exchange

① Promotion of international exchange

Cooperative and collaborative activities with overseas universities shall be promoted to facilitate education from global perspectives and international-level research.

communities shall be examined.

- Evaluations regarding local contribution shall be conducted taking into account opinions from relevant external organizations, etc.
4. Measures for achievement of goals regarding international exchange
- ① Detailed measures regarding promotion of international exchange
    - Activities related to international exchange, which until now, have been dependent on the initiative of individual faculty members, will be centralized at the newly-established Center for Strategy of International Programs. Follow-up regarding international research collaboration, etc. will be carried out efficiently and organizationally by the Center.
    - The University shall plan on concluding strategic agreements with well-known international academic institutions, and actively promote exchange of faculty members and students, and collaborative research, etc. with these universities. The University shall aim to have academic exchange agreements with at least ten such universities during the period of the plan.
    - Assistance in planning and holding of international academic conferences will be provided, as part of the University's activities in supporting international research collaboration.
    - Improvement in the quality of performance of duties related to international activities within the University will be planned through education and training of employees who have duties related to international activities, such as providing training seminars for translators and interpreters at the University to improve their skills in these areas, and giving practical education to foreign faculty etc. advisors.

III Goals regarding improvement of business management and business effectiveness

1. Goals regarding improvement of management systems

① Effective organizational management

The system for organizational management shall be checked and improved so that the leadership of the Chairperson of the Board of Executives can be demonstrated.

② Realization of strategic distribution of university resources

1) Organizations and personnel shall be flexibly placed corresponding to missions of the University.

2) Strategic distribution of university resources to

II Measures that should be taken in order to achieve goals regarding improvement of business management and business effectiveness

1. Measures for achievement of goals regarding improvement of management systems

① Detailed measures regarding establishment of business strategies for the University as a whole

• In order to effectively carry out education and research at the University in accordance with the spirit of the Local Independent Administrative Corporation Law, it is necessary to establish a system which supports the Chairperson of the Board of Executives in sustaining leadership with clarity, fairness, accuracy, and promptness, while the Board of Executives, the Management Council and the Council for Education and Research cooperate and adequately share responsibilities.

• Efficiency in spending education and research expenses shall be aimed for, and administrative processes and systems will be reviewed for increasing education and research effectiveness.

• Organization, roles, and management of the Faculty Assembly suitable for new administration of the University at the post-reorganization period shall be established.

• For adequate business operation of the University including accounting affairs, items required to be improved regarding business operation of the University shall be checked and assessed with the help of knowledgeable persons and specialists from outside of the University including an audit corporation, etc. to ensure a system for providing advice and recommendations for University improvement.

② Detailed measures regarding realization of strategic distribution of university resources

• The administrative organization shall be established to sufficiently support the Chairperson of the Board of Executives and member executives, etc. in performing relevant duties.

<p>education/research shall be practiced from the view point of the University as a whole.</p>	<ul style="list-style-type: none"> <li>• In order to support individual member executives, etc. in carrying out relevant duties, committees responsible for planning and handling of duties shall be established, and enhancement of functions of committees shall be conducted.</li> <li>• In order to cope with technical business operations critical for corporation management, knowledgeable persons and specialists from outside of the University shall be employed as full-time or part-time staff members, in addition to members of the Management Council from outside of the University.</li> <li>• Establishment of a system in which a certain portion of the operation subsidy can be used at the discretion of the Chairperson of the Board of Executives shall be deliberated on for flexible and dynamic corporation management under the leadership of the Chairperson of the Board of Executives.</li> </ul>
<p>2. Goals regarding reconsideration of educational and research systems</p> <p>① Flexible and prompt formation and reconsideration of educational and research organizations</p> <p>1) Research/educational organizations of the Undergraduate School and Graduate School shall be flexibly designed and/or reformed to correspond to progress of education/research, and changes in social needs, etc.</p> <ul style="list-style-type: none"> <li>• Reconsideration of organizations shall be carried out taking into consideration evaluation of educational/research achievements produced by each organization and individual and future prospects for the University</li> </ul>	<p>2. Measures for achievement of goals regarding reconsideration of educational and research organizations</p> <p>① Detailed measures regarding steps for flexible and dynamic formation and reconsideration of educational and research organizations</p> <ul style="list-style-type: none"> <li>• Taking into consideration academic trends, social needs and results of evaluations conducted by the Evaluation Committee for internal investigations, external accreditation/evaluation organizations and Fukushima Prefecture Public University Evaluation Committee, deliberation shall be made for detailed review of organizations of the Undergraduate and Graduate Schools.</li> </ul>

<p>3. Goals regarding appropriate assignment of personnel</p> <p>① Securing of human resources</p> <p>Consideration on and adoption of diverse employment systems shall be promoted so that excellent human resources can be secured for contribution to high-level education, and research.</p> <p>② Construction of flexible and diverse personnel systems by utilization of a non-public employee employment style</p> <p>An evaluation system corresponding to duties of faculty and administrative staff members, such as educational/research activities, social contribution, University administration, and a personnel system in which evaluation results can be reflected in salaries shall be constructed.</p>	<p>3. Measures for achievement of goals regarding appropriate assignment of faculty and administrative personnel</p> <p>① Detailed measures regarding securing of human resources</p> <ul style="list-style-type: none"> <li>• Employment of faculty members shall be based on an open application policy.</li> <li>• Diverse faculty employment systems shall be deliberated on.</li> <li>• Flexible treatment of salaries shall be deliberated on so that many excellent applicants can be sought from other universities, etc.</li> <li>• For the purpose of giving incentives for faculty members to conduct education and research, criteria for in-house promotion shall be deliberated on.</li> <li>• Faculty employment based on the open application policy shall be promoted to insure acceptance of excellent educators and researchers selected under a fair employment system regardless of nationality, etc.</li> <li>• Employment of excellent female faculty members shall be worked on for realization of a gender-equal society.</li> </ul> <p>② Detailed measures regarding construction of flexible and diverse personnel systems by utilization of a non-public employee employment style</p> <ul style="list-style-type: none"> <li>• A personnel evaluation system for internal promotion shall be established for the purpose of increasing faculty incentives. This system is expected to be a comprehensive evaluation system well-balanced with the existing academic paper-centered system. The system shall evaluate not only academic paper publication, but also achievements in education, contribution to society, and contribution to internal business operation at the University.</li> <li>• Concurrent employment shall be gradually deregulated for promotion of industry-university-government cooperation. Handling of duty hours, etc. in that case shall also be deliberated on.</li> </ul>
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<p>4. Goals regarding improvement of effectiveness and practicality of administrative work</p> <p>① Reconsideration of functions and structure of administrative organizations</p> <p>1) Administrative personnel shall be encouraged to actively participate in administration and planning of the University.</p> <p>2) Human resources with specialized knowledge and ability shall be nurtured and secured.</p> <p>② Reconsideration of functions and structure of administrative processing</p> <p>1) Efforts shall be made for simplification and improvement of efficiency of administrative processing through</p>	<ul style="list-style-type: none"> <li>• A system for personnel exchange of faculty members with other national/public university corporations and for personnel exchange of faculty and administrative staff members with prefectural organizations shall be established and utilized as necessary,</li> <li>• Educational programs for personnel organized by the national government, the prefectural government and Fukushima Municipal Learning Center shall be effectively used. In addition, systems to be originally established by the university corporation, e.g. a sabbatical system*, shall be deliberated on.</li> </ul> <p>* sabbatical system: a self-study system which allows faculty to leave their duty for a certain period of time under the condition that they have worked for the University for a designated number of year.</p> <p>4. Measures for achievement of goals regarding improvement of effectiveness and practicality of administrative work, etc.</p> <p>① Detailed measures regarding reconsideration of functions and structure of administrative organizations</p> <ul style="list-style-type: none"> <li>• Advancement of specialized knowledge regarding university management, etc. of administrative personnel and employment of proper administrative personnel with specialized knowledge and ability shall be positively promoted.</li> <li>• Administrative personnel shall be actively invited to participate in management and planning regarding University operation.</li> <li>• Plans for technical seminars for development of knowledge and skills of administrative staff members in cooperation with other universities shall be deliberated on.</li> </ul> <p>② Detailed measures regarding improvement of effectiveness and practicality of administrative work</p> <ul style="list-style-type: none"> <li>• The present academic affairs administration system shall be improved based on comprehensive review on user-friendliness and information security, etc.</li> </ul>
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<p>concentrating clerical work and electronic management of information, so that reorganization and restructuring of administrative organizations and proper placement of personnel shall be promoted.</p> <p>2) Outsourcing of business operations shall be promoted.</p>	<ul style="list-style-type: none"> <li>• In order to enhance security of information related to the administrative system, necessary schemes and funding mechanisms shall be established. In addition, system improvements shall be done for reduction of workloads and costs related to information security regarding the administrative system.</li> <li>• Improvement of efficiency in business processing, faster budget execution process, improvement of services to students shall be aimed at.</li> <li>• For efficient and rationalized business operation, certain administrative work shall be integrated, and also the budget execution shall be expedited.</li> <li>• For efficient and rationalized business operation related to meetings and committees, the present meetings and committees shall be reorganized, abolished or merged.</li> <li>• Possible outsourcing of business shall be actively worked on, taking into consideration a viewpoint of performance and cost.</li> </ul>
<p>IV Goals regarding improvement of financial affairs</p> <p>1. Goals regarding increasing self-generated income, for example, external research funds and other revenue Efforts shall be made to secure external research funds and increasing other self-generated income.</p>	<p>III Measures that should be taken in order to achieve goals regarding improvement of financial affairs</p> <p>1. Measures for achievement of goals regarding increasing self-income, for example, external research funds, etc.</p> <ul style="list-style-type: none"> <li>• Planning of research programs by faculty members for applications to external funds shall be encouraged. An objective of having at least one application for public-invitation-based research funds, e.g. Grants-In-Aid for Scientific Research, made by each faculty member shall be established.</li> <li>• A system to support faculty members in making applications for research projects individually or in groups shall be improved, in order to increase acquisition of external funds.</li> <li>• A 50% increase in the amount of acquired external research funds (public-invitation-based research funds, cooperative research funds, commissioned research funds, and grant donations,) within a planned period of time, shall be aimed at.</li> </ul>

<p>2. Goals regarding economization of expenses</p> <p>With regard to all sorts of expenditures, efficient and effective use of managerial expenses shall be attained, aiming at economization of expenses by thorough reviewing of expenses related to management.</p>	<ul style="list-style-type: none"> <li>• For the purpose of supporting acquisition of other strategic funds, portions of funds allocated for indirect overhead expenses from acquired external funds shall be used for concentrated basic research at the University, exploratory research by young faculty members, and creative research, etc.</li> <li>• Cooperative research with private companies and research in high social needs shall be actively conducted in accordance with fair rules and contracts, so that the University can acquire external funds.</li> <li>• The strategy on intellectual property of the University shall be established, and income from patent rights acquired through research achievements of the University and incubation of venture business shall be aimed at.</li> <li>• Increase in income from usage fees of facilities of the University shall be aimed at, from the standpoint of efficient use of property.</li> <li>• Income from charging for short-period technical seminars for mid-career professionals, etc. shall be discussed.</li> <li>• Amounts for application fees and entrance examination fees, admission fees and tuition, etc. shall be appropriately determined, taking into account the role of the University as a public university corporation.</li> <li>• A system for acceptance of donations from private companies and graduates, etc. shall be improved. Donations shall be collected on a continuing basis, and establishment of the University Foundation shall be discussed.</li> </ul> <p>2. Measures for achievement of goals regarding economization of expenses</p> <ul style="list-style-type: none"> <li>• In order to reduce administrative expenses, the existing organizations shall be reorganized or merged as necessary, based on the results of internal investigations and evaluations.</li> <li>• Establishment of environmental criteria for the University shall be considered, and economization in water and power consumption, reduction of waste, and recycling for energy-saving purposes shall be encouraged and put into practice.</li> <li>• In order to economize administrative expenses, reorganization/merger and abolition of meetings and committees shall be aimed at, and reduction/acceleration of paperwork as well</li> </ul>
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<p>3. Goals regarding improvement of asset management and administration</p> <p>Appropriate management of assets shall be carried out and utilization of the assets shall be promoted intending to contribute to education/research and local communities.</p>	<p>as labor-saving measures shall be promoted.</p> <p>3. Measures for achievement of goals regarding improvement of property management and administration</p> <ul style="list-style-type: none"> <li>• Systems for effective and efficient facility management shall be improved through re-examination of organizations made as necessary.</li> <li>• University facilities, e.g. the University Auditorium, lecture rooms and parking lots, shall be open to the public as long as use of these facilities does not interfere with education and research of the University, so that University property can be more effectively utilized. By widely publicizing the system for use of University facilities and expanding the range of organizations eligible to use them, the average number of cases of use of the University Auditorium by individuals or groups outside the University per year should be increased from 16 cases to 21 cases (an increase of 30%). The average number of cases of use of rooms in the Lecture Hall by individuals or groups outside the University per year should be increased from 16 cases to 19 cases (an increase of 20%).</li> <li>• For more effective property utilization, maintenance and administration of University facilities shall be sufficiently financed with operational subsidies and carried out efficiently, based on long-term maintenance plans, etc.</li> <li>• A system for proper administration of permanent assets and financial assets including software and patents shall be established.</li> </ul>
<p>V. Goals Regarding Internal Investigations and Evaluations of Situations Concerning Education/Research and Organizations/Business Management</p> <p>The University shall conduct education and research appropriate for a public university corporation which operates with subsidies provided by the Prefectural</p>	<p>IV Measures that Should Be Taken to Achieve Goals Regarding Internal Investigations and Evaluations of Situations Concerning Education/Research and Organizations/Administration</p>

<p>Government as a major financial resource, and eventually achieve predesignated goals. The University shall also fulfill accountability to prefectural citizens through publication of its achievements.</p> <p>(1) Implementation of internal investigations and evaluations</p> <ul style="list-style-type: none"> <li>1) Internal investigations and evaluations regarding activities including education, research, management, and local contribution shall be conducted.</li> <li>• 2) Criteria for evaluation shall be created, informed and publicized inside and outside the University.</li> </ul> <p>(2) Implementation of third-party evaluations</p> <ul style="list-style-type: none"> <li>1) Objectivity of evaluation shall be enhanced through implementation of third-party evaluations.</li> <li>2) Evaluation results shall be disclosed inside and outside the University.</li> </ul> <p>(3) Utilization of evaluation results</p> <ul style="list-style-type: none"> <li>1) Evaluation results shall be utilized aiming at improvement of business management at the University.</li> </ul>	<p>① Specific measures regarding implementation of internal investigations and evaluations</p> <ul style="list-style-type: none"> <li>• Internal investigations and evaluations shall be conducted on a regular basis by the Internal Affairs Committee, and the results of the investigations and evaluations shall be disclosed in and outside the University.</li> <li>• The University will receive appropriate external audits by certified public accountants, etc. regarding financial situations and administration/operation of the University, and the results of external audits will be disclosed to the public.</li> <li>• Internal investigations and evaluations will be carried out effectively, taking into account consistency with external evaluations, etc., by organizations including institutes for university accreditation/evaluation and the Evaluation Committee for Public University Corporations.</li> <li>• Evaluation criteria shall be prepared using evaluation criteria employed by third-party evaluation organizations, etc. as reference.</li> </ul> <p>② Specific measures regarding implementation of third-party evaluations</p> <ul style="list-style-type: none"> <li>• The University receives evaluations by the Japan Accreditation Board for Engineering Education (JABEE) regularly.</li> <li>• The University receives mutual evaluations by the Japan University Accreditation Association or evaluations by the National Institution for Academic Degrees and University Evaluation regularly.</li> <li>• The results of third-party evaluations shall be disclosed to the public.</li> </ul> <p>③ Specific measures regarding utilization of evaluation results</p> <ul style="list-style-type: none"> <li>• Evaluation data for individuals and departments/divisions regarding research and education will be standardized and stored in databases, and the results of evaluations will be</li> </ul>
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<p>2) Faculty training shall be conducted corresponding to evaluation results.</p> <p>3) Disclosure of information shall be promoted regarding measures taken by the University based on evaluation results.</p>	<p>reflected in administration of the University.</p> <ul style="list-style-type: none"> <li>• Deliberations regarding faculty training programs responding to the evaluation results will be made by the organization for faculty development (FD).</li> <li>• Results of third-party evaluations will be disclosed to the public via the Internet, and utilized in the process of internal investigations and evaluations to contribute to continued improvement of university administration. In addition, the results of improvement, etc. will also be disclosed to the public.</li> </ul>
<p>VI. Goals Regarding Provision of Information on Situations Concerning Education/Research and Organizations/Business Management</p> <p>① Information disclosure and public relations concerning education/research and organizations/business management</p> <p>1) Accountability to prefectural citizens shall be fulfilled and clarity of University business management shall be secured.</p> <p>2) Information regarding achievements of educational/research activities shall be proactively publicized, with intention of returning benefits of the achievements to society.</p>	<p>V. Measures to Be Taken to Achieve Goals Regarding Provision of Information on Situations Concerning Education/Research and Organizations/Administration</p> <p>① Specific measures regarding further disclosure, provision and public relations of information on situations concerning education/research and organizations/administration</p> <ul style="list-style-type: none"> <li>• By improving the content of the University website and holding the “Open Campus” programs, understandings of the University among general citizens as well as prospective students will be further promoted.</li> <li>• Excellent educational and research activities and achievements of the University will be stored in databases. In addition, images and concepts regarding public relations (fundamental policies) of the University will be established through cooperation from local communities and the mass media, and strategic public relations will be aggressively carried out in and outside Japan.</li> <li>• Deliberations will be made regarding the method for promotion of effective construction of databases, from a viewpoint that educational and research activities of faculty members should be considered as assets of the University.</li> <li>• Through periodic publication of “Technical Reports,” educational and research activities of the University and cultural resources within the University will be widely open to the public.</li> </ul>

VII. Important Goals Regarding Other Business Operations

1. Goals regarding maintenance and utilization, etc. of facilities and equipment

Facilities and equipment of the University, which serve as infrastructure for educational/research activities, shall be appropriately and systematically maintained, managed and improved, taking the environment and universal design into consideration.

VI. Measures that Should Be Taken to Achieve Important Goals Regarding Other Business Operations

1. Specific measures to be taken to achieve goals regarding maintenance and utilization, etc. of facilities and equipment

- From the perspective of improvement of education and research functions looking toward the future and cooperation with local communities, fundamental policies regarding campus plans will be established and put into practice.
- Creation of a model campus coexisting with nature in corporation with local communities, taking into account green preservation and existing natural environments will be carried out.
- For maintenance of facilities, effort will be directed towards handling of timely issues, such as reinforcement of earthquake resistance, and introduction of universal design\*, etc.
- For replacement and repairs of equipment based on long-term maintenance plans, environmentally-friendly systems will be adopted, in terms of LCC (Life Cycle Cost)\*, resource saving, energy conservation, and limited emissions of carbon dioxide.
- Maintenance of facilities will be conducted in conjunction with operation/management of facilities with thorough understanding of the concept of facilities management, referring to methods adopted by private companies, etc.
- Considerable effort will be directed towards introduction of new maintenance approaches, such as utilization of external funding including competitive funding and donations, etc., and introduction of ESCO (Energy Service Company)\* and PFI (Private Finance Initiative.)\*
- In accordance with relevant laws, measures taken by the national government and the government of Fukushima Prefecture, etc., establishment of environmental criteria for the University will be discussed, and measures for economization in water and power consumption, recycling, reduction of waste, and energy saving, etc. will be promoted. In addition, the implementation results will be analyzed accurately and announced within the university.
- Deliberations will be made regarding measures for effective use of outdated computers.

<p>2. Goals Regarding Healthcare and Safety Management</p> <p>1) Systems involving safety management for University personnel and students from a standpoint of mental and physical health and proactive measures shall be established, so that provision of an environment where University personnel and students can work and/or study comfortably shall be promoted.</p> <p>2) Constant cooperation with local communities and relevant organizations shall be promoted so that resources of the University can be returned to local communities for use in a time of disaster.</p>	<p>* Universal design: A concept of planning and design of buildings, products, or services, taking into account various needs from all people, so that they can be used easily, safely and comfortably by all people, regardless of age, sex, physical ability, or language, etc.</p> <p>* LCC (Life Cycle Cost): Total cost required for a building's life cycle, from planning/design, construction, maintenance, to demolition/disposal.</p> <p>* ESCO (Energy Service Company): A private business that offers comprehensive services, including technology, facilities, human resources and funds, required for energy conservation for buildings to clients, which will enable its clients to enjoy merits of energy saving gains (savings on utility bills, etc.)</p> <p>* PFI (Private Finance Initiative): An approach to utilize private funding, management skills, and technological capabilities for construction, maintenance and operation of public facilities, etc.</p> <p>2. Measures to Be Taken to Achieve Goals Regarding Healthcare and Safety Management</p> <ul style="list-style-type: none"> <li>• Based on the content of relevant laws, etc., effort will be made towards promotion of comprehensive safety and health measures, and improvement of safety and health environments, through proper assignment of qualified health management staff, provision of thorough safety education for faculty and administrative personnel, and preparation of various manuals, etc.</li> <li>• Efforts shall be made toward realization of periodical health checks for all students, faculty and administrative staff.</li> <li>• Efforts shall be made so that health management for students, faculty and administrative personnel, from the standpoint of mental and physical health, will be improved without delay, by providing counseling through interviews with a counselor.</li> <li>• As information security safeguards, the adequate number of specialists on security maintenance will continue to be assigned, in order to maintain the present systems for operation.</li> <li>• As provision of necessary crime prevention equipment, crime prevention and guard systems in and outside the buildings will be maintained.</li> <li>• For the purpose of raising awareness of students, faculty and administrative personnel,</li> </ul>
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etc. in regard to safety and disaster prevention, training programs regarding action plans in the event of disasters and disaster prevention drills shall be conducted based on University's disaster prevention measure manuals.

- Proper repair and maintenance of facilities and equipment in terms of safety management will be carried out, so that these facilities and equipment can be used and operated correctly and appropriately in the event of a disaster.
- Efforts shall be made to maintain and improve buildings and facilities required for the University as a campus designated as an emergency evacuation area for local communities in the event of large-scale disasters, such as earthquakes.
- On the occurrence of large-scale disasters, cooperation with the Prefectural Government, local municipal governments, the police and the fire authorities, etc. shall be promoted to facilitate their disaster-relief activities, through utilizing assets owned by the University, such as solidly structured buildings and telecommunication facilities, etc.
- Through opening of the University park, trails and other University facilities, the University shall keep close relations with local residents, the school for the handicapped and the local kindergarten towards improvement of cooperation between the said entities, in the event of disasters.

Attached Table (Departments, etc.)

School	School of Computer Science and Engineering
Graduate School	Graduate School of Computer Science and Engineering

Attached Table (Total student capacities)

Academic year	School, Graduate school, and Total student capacities
AY 2006	School of Computer Science and Engineering: 960
	Graduate School of Computer Science and Engineering: 270 (Master's Program: 240) (Doctoral Program: 30)
AY 2007	School of Computer Science and Engineering: 960
	Graduate School of Computer Science and Engineering: 270 (Master's Program: 240) (Doctoral Program: 30)
AY 2008	School of Computer Science and Engineering: 960
	Graduate School of Computer Science and Engineering: 270 (Master's Program: 240) (Doctoral Program: 30)
AY 2009	School of Computer Science and Engineering: 960
	Graduate School of Computer Science and Engineering: 270 (Master's Program: 240) (Doctoral Program: 30)
AY 2010	School of Computer Science and Engineering: 960
	Graduate School of Computer Science and Engineering: 270 (Master's Program: 240) (Doctoral Program: 30)
AY 2011	School of Computer Science and Engineering: 960

Graduate School of Computer Science and Engineering: 270 (Master's Program: 240) (Doctoral Program: 30)
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※ An increase in student capacity will be considered.