

Minutes from the First Management Council Meeting of Fiscal Year 2007

1. Date and Time: Wednesday, June 6, 2007
1:10 p.m. – 2:55 p.m.
2. Location: The Large Conference Room, 3rd floor of the Administrative Complex
3. Attendance:
Present:
2 non-members: Prefectural Advisor Hashimoto, Auditor Kuriki
9 Members: (from the University) Chairperson Tsunoyama of the Board of Executives (Council Chairperson), Regent Kuroda, Regent Makita, Regent Saito
(external members) Council Member Muto, Council Member Kanke, Council Member Sakai, Council Member Minami, Council Member Sugihara
Administrative staff
4. Signatories to the Minutes: Council Member Makita, Council Member Saito
5. Proceedings

(New Business)

A. FY 2006 Achievement Evaluation Report

The Director of the General Affairs Group of the Administrative Office gave an explanation on mechanisms for evaluations, Council Member Saito gave an explanation on the evaluation of annual plans for the University, and Council Member Makita gave an explanation on the evaluation of annual plans for the Junior College Division. After the following exchange of opinions, the proposal was accepted as proposed. Regarding the project achievement report, the evaluations deliberated on at this meeting, in addition to the settlement of accounts report and use of surplus funds, will be discussed at the next meeting of the Management Council, and after deliberation by the Board of Executives, the final reports will be submitted to the Prefecture at the end of June.

Opinions, etc.

Are there any particular benchmark figures set for attainment of goals regarding the evaluations?

- Objectives regarding preferred ratios of items assessed as “A” and “B” will not be set. As mid-term goals should be achieved within the six-year period of the mid-term plans, the Corporation must endeavor to increase the ratio of items assessed as “A” and “B” with each passing fiscal year.
- The current status regarding this issue is that the Corporation has given priority to work on implementation of projects towards achievement goals for important items.

(Opinions, etc.)

I would like to ask a question regarding how research themes were decided upon. Research themes should not be decided upon based solely on the interests of individual faculty members. It would be worthwhile to have discussions on having proposals made by groups regarding research themes and creation of a function for planning of research themes by the University as a whole.

- The University is in a good situation regarding this, taking into consideration its size, as it is conducting cooperative research projects with four national research institutions etc.
- The Junior College Division has set up various projects through establishment of the Center for Rejuvenation of Local Communities, which has facilitated collaboration between universities, industry, residents, and government.

(Opinion, etc.)

I would like to ask a question regarding items assessed with an evaluation of “D”. There are several items which have been assessed with an evaluation of “D” which are related to flexible structuring of research organizations and systems for personnel evaluation. What is the background regarding these issues?

- Discussions within the University have not yet started regarding flexible structuring of research organizations. Regarding personnel evaluation systems, progress is being made regarding details for creation of criteria for internal promotion, and discussions regarding personnel evaluation systems will be conducted in the near future.

(Opinion, etc.)

I would like to ask whether evaluations have been conducted regarding achievement of quantitative goals established in the mid-term plans and mid-term goals. In particular, please explain the situation regarding achievement of quantitative goals regarding the number of venture businesses related to the University.

- Regarding the number of venture businesses related to the University, goals were determined based on the number of businesses established at the time the goals were being determined, which was 17. The quantitative goal for the number of businesses to be established by the end of the period for the mid-term plan was set at 26 companies in total. At the end of the first year included in the mid-term plan, there were 19 companies in total. Several other quantitative goals determined as necessary for the Corporation were also designated in the mid-term plans, such as the number of students attaining doctoral degrees, and progress towards attainment of these quantitative goals were also taken into consideration when internal evaluations were made for the fiscal year.

(Opinion, etc.)

I would like to ask if there is an evaluation item regarding student satisfaction.

- An item for student satisfaction ratings for faculty members has been included as part of the evaluation criteria for internal promotion of faculty members. In addition, quantitative goals regarding students' acquisition of qualifications and licenses, and employment rates have been included, which as a result, are a reflection of satisfaction of student needs pertaining to acquisition of qualifications, licenses and employment.

(Opinion, etc.)

Other perspectives regarding designation of other quantitative goals in the mid-term plans may be necessary, for example, cutting operational costs, and diverting the savings to research funds.

- Though this type of quantitative goal has not been included in the current mid-term goals, there is awareness that this type of perspective is necessary. Deliberations regarding settlement of accounts and use of surplus funds are scheduled to be carried out at the next meeting of the Management Council, and I would like to request various opinions again at that time.

(Opinion, etc.)

Progress should be made regarding student exchange programs with universities overseas, and also regarding mutual recognition and acceptance of university credits.

- Regarding exchange of students with universities in China, progress has been made regarding details of a program to send students with high academic performance to the University of Aizu. In order to further promote student exchange programs on an international level in the future, sending of individuals with decision-making authority, such as Regent Saito, to universities overseas for observational visits is

being considered.

(Opinion, etc.)

I would like to ask about the University's stance regarding the optimal situation regarding the University's roles pertaining to the local region and also educational institutions. How will the University be involved in supporting integrated junior high-high school education?

- Regarding support of integrated junior high-high school education, faculty members and their families can play a role in support, etc. involving integrated education. Regarding the ideal role of educational institutions to be assumed for contribution to the local region, the University will express its opinions on this issue, when opportunities for discussion arise.

(Opinion, etc.)

Efforts to enrich education in the liberal arts should be made by the University.

- The University understands that liberal arts education is very important. However, securing of proper faculty has been difficult, as the University has only one major. Consideration of utilization, etc. of faculty members from Fukushima University is necessary.

(Opinion, etc.)

It is apparent that the University should provide students with experience in working in teams, as many recent graduates cannot handle properly stress that comes from working in teams at companies.

- A new graduate department will be established at the Graduate School, which focuses on teamwork by graduate students. Regarding the Undergraduate School, consideration of the issue, taking into reference other universities, etc., such as Rose-Hulman University, which have produced favorable results regarding group education, is necessary.

(Opinion, etc.)

Evaluation grades are dependent on designation of goals. If the designated goals are set too low, then grades will be "A" for all items, which is a situation that should be avoided. Goals should be set for the future based on a solid understanding of the current situation. What is the University's thinking regarding this?

- The goals have been set with this in mind. The University will endeavor to achieve the objectives which have been established.

(Opinion, etc.)

I would like to ask how the University of Aizu has been affected by changes to the School Education Law. For instance, changes regarding decisions to appoint faculty members holding the position of “assistant instructor” to the position of “lecturer”, or having them remain at the position of assistant instructor.

- At the University of Aizu, the Japanese title for associate professors was changed from “jokyouju” to “jokyu junkyoju”, the Japanese title for assistant professors was changed from “koushi” to “junkyoju”, and regarding assistant instructors, those who had appropriate academic degrees and who conducted research or education were appointed as lecturers, and those who had not yet reached that point remained as assistant instructors.

June 6, 2007

Signatory to the Minutes

Masahisa Makita

Seal

Signatory to the Minutes

Kazuyuki Saito

Seal

Minutes from the Second Management Council Meeting of Fiscal Year 2007

1. Date and Time: Wednesday, June 27, 2007
1:10 p.m. – 2:15 p.m.
2. Location: The Large Conference Room, 3rd floor of the Administrative Complex
3. Attendance:
Present:
3 non-members: Prefectural Advisor Hashimoto, Auditor Arima, Auditor Kuriki
10 Members: (from the University) Chairperson Tsunoyama of the Board of Executives (Council Chairperson), Vice-Chairperson Mirenkov, Regent Kuroda, Regent Makita, Regent Saito
(external members) Council Member Muto, Council Member Kanke, Council Member Sakai, Council Member Minami, Council Member Sugihara
Administrative staff
4. Signatories to the Minutes: Council Member Kuroda, Council Member Saito
5. Proceedings

(New Business)

A. FY 2006 Settlement of Accounts

Regent Saito gave an explanation on the content of the settlement of accounts, changes to the project achievement reports, and content of the audit report. Regarding the audit report, both of the auditors gave supplementary explanations. After the following exchange of opinions, etc. the proposal was accepted as proposed. The settlement of accounts, the project achievement reports, and the audit report would be deliberated upon at the meeting of the Board of Executives held on the same day as this meeting, and would then be submitted to the Prefecture by the end of June.

Opinions, etc. from Both of the Auditors

Our opinions are as stated in the content of the audit reports, but we would like to express our appreciation to the persons in charge of accounting matters for their efforts, as the involved accounting was very complicated.

Opinions, etc.

The local chapter of the Chamber of Commerce has considered the system for acceptance of international students, especially as it relates to students' lodging.

The Chamber would like to ask the University's Administrative Office for its cooperation regarding consultations on how international students' lifestyle environments can be arranged.

- A dormitory for international students of the University has been provided by a local company (which owns the building), and for the time being, this seems to be the most reasonable approach to this issue. The University would like to consult with the Chamber regarding methods for realization of arrangement of accommodations for international students.

(Opinions, etc.)

If the financial statements are disclosed in their current state, I believe that they would be difficult to understand for the members of the general public. I would like to know if the financial statements will be disclosed in their current form, or whether they will be revised to make them easier to understand.

- The calculation standards for public universities and normal corporations differ, and are difficult to understand. However, the Corporation is not considering revising the financial statements for disclosure at this time. As settlements of accounts will continue to be conducted, evaluations of categories will be conducted in the future by comparing figures from the most current financial statements to those in the financial statements of the previous year.

(Opinions, etc.)

I would like to know if something besides the actual evaluations could be presented to this Council to help describe the situation of the Corporation at a fundamental level, which addresses the issue of what should be done by the Corporation for its business operation in the future. It's difficult to deliberate on the business operation of the Corporation based only on very specific figures and evaluation of details.

- There is a possibility that the Corporation's operational expenses from Fukushima Prefecture will be decreased, depending upon the Prefecture's financial situation. Due to this, adequate acquisition of external funds, etc. will be a standard to measure the financial standing of the Corporation. Surplus funds for the Corporation totaled over 100 million yen last fiscal year. In contrast to evaluation of company performance in the private sector, where companies are evaluated based on ending a fiscal year with as much profit as possible, it is more important for the Corporation to consider the proper appropriation of these funds for necessary educational and research projects.

(Opinions, etc.)

What do “actual operational costs which should be returned to residents, etc.” refer to?

- “Residents” is a general reference to the residents of Fukushima Prefecture. The costs mentioned in the question refer to an estimated calculated value of funds from residents.

(Opinions, etc.)

Regarding educational and research funding, is there some type of specific barometer for comparison with other universities to determine if sufficient funds are being provided? For example, if there is another university for which the University has targeted as a benchmark, the Corporation should set a designated period of years to approach the quantitative benchmark values of the targeted university.

- Although the Corporation has not designated specific values for objectives in the current mid-term plans, and since this was also mentioned at the last meeting of the Management Council, comparisons were made regarding quantitative values of interest between the Corporation and other universities such as national universities and other universities that had transformed into public university corporations at an early juncture. However, because of a large discrepancy of quantitative values at the universities surveyed for undergraduate programs due to variation of undergraduate school types, it would be difficult to do a simple comparison of quantitative values between the universities. But if a comparison is to be made, I would be proud to say that the situation at our Corporation compares favorably to other universities in that it has a high percentage of funds used for education and research and a low percentage for personnel expenses.

(Opinions, etc.)

It appears that the Corporation has concluded several exchange agreements with universities overseas. Rather than mere conclusion of agreements, has actual progress been made regarding specific programs for exchange such as exchange of students?

- Regarding student exchanges with Harbin Institute of Technology and Huazhong University of Science and Technology, concrete plans are being made to have some outstanding students from these universities dispatched to the University of Aizu. Budget estimates have also been made for this project, and the University is now in the process of determination of the budgets. The procedures regarding preparation for these exchanges have advanced at a pace that would have been incomprehensible before the University’s incorporation. Dispatch of Regent Saito, the person who will make decisions on issues regarding financial affairs for

exchange programs, for observational visits to overseas universities is also being considered, which should be useful for setting the benchmarks (for comparison with other universities) mentioned previously.

(Opinions, etc.)

How much is allotted to individual faculty members as funds for education and research?

- We would like to prepare benchmarks for objectives regarding those funds for faculty in the future. On a side note, the funds for education and research per student is very high at the universities of the Corporation, although this may be partially due to the low number of students at the universities.

(Opinions, etc.)

Is it possible for the University to consider establishment of mechanisms to keep students, who have been trained as outstanding IT technicians, in the region after graduation as a part of contribution to local communities, such as programs for scholarships and employment priority for graduates by local municipalities, etc?

- Fukushima Prefecture and Aizu-Wakamatsu City do not have employment exams specially geared for applicants in IT fields. If graduates take examinations for employment as general civil servants, the current employment system gives applicants with a background in law and economics an advantage. Scholarship programs may be an effective measure, but some creativity in programs would be necessary.

(Opinions, etc.)

From the perspective that the University makes an effort to cultivate students, what are some issues regarding admission by recommendation? Also, though it appears that it is difficult to produce results regarding admission of high school students after their second year of high school, what is the outlook for securing students from that category?

- An extremely high percentage of the students recommended by high schools in the Prefecture who are admitted to the University through the admission by recommendation category are students who would be on the threshold for admission if they applied through the general selection category. The University must make an effort to encourage high schools to recommend students with high class rankings for admission to the University. Regarding admission of students finishing their second year of high school to the University, these students have had high level class rankings. With further creative adjustment to this system, increasing the admission of students through this system is considered necessary.

- Many of the students applying for admission by recommendation to the College, in contrast to the University, have committed themselves to attending a junior college, and these students are of high levels. The College would like to raise the issue of accepting students finishing their second year of high school in the future.

(Opinions, etc.)

Is it possible to set up some more informal meetings for discussion of issues for this Council?

- Although discussions may not be fruitful because of proposal of too many ideas if meetings for this Council were to be held in a brainstorming type of format, it may be interesting to hold informal meetings, as long as agenda items are received beforehand, and basic documents are prepared for the meetings, and the discussion follows the framework of the prepared items for discussion.

XXXXX, 2007

Signatory to the Minutes

Kenichi Kuroda

Seal

Signatory to the Minutes

Takashi Saito

Seal

Minutes from the Third Management Council Meeting of Fiscal Year 2007

1. Date and Time: Wednesday, October 10, 2007
1:10 p.m. – 2:30 p.m.
2. Location: The Large Conference Room, 3rd floor of the Administrative Complex
3. Attendance:
Present:
2 non-members: Prefectural Advisor Hashimoto, Auditor Kuriki
8 Members: (from the University) Chairperson Tsunoyama of the Board of Executives (Council Chairperson), Vice-chairperson Mirenkov of the Board of Executives, Regent Kuroda, Regent Makita, Regent Saito (external members) Council Member Muto, Council Member Kanke, Council Member Sakai
Administrative staff
4. Signatories to the Minutes: Council Member Kuroda, Council Member Makita
5. Proceedings

(New Business)

A. FY 2008 Budget Planning Policy (Draft)

Council Member Saito gave an explanation on FY 2008 budget planning policy (draft), and the subject was approved by the Council as proposed, after the exchange of opinions described below.

Opinions, etc.

What percent of the operational subsidies and personnel costs will be reduced?

- In FY 2007, operational subsidies for all categories were cut by 5%, excluding personnel costs. Necessary amount for personnel costs were provided. However, there is a mechanism where in the case that salaries for the Prefectural Government personnel (standard) are reduced, personnel costs (standard) for the Corporation will also be reduced.

Opinions, etc.

In order to obtain more external funds, have any new measures been planned from an organizational perspective, according to concrete goals and objectives?

- Changes in the measures for acquisition of external funds have not been considered as necessary so far. An explanation on this matter will be given later, but the total amount of external funds and Grants-In-Aid for Scientific Research has

been on the increase.

B. Surplus Funds After the Settlement of Accounts for FY 2006

Council Member Saito gave an explanation on surplus funds after the settlement of accounts for FY 2006, and the subject was approved by the Council as proposed, after the exchange of opinions described below.

Opinions, etc.

How did the University manage to settle the accounts with a surplus?

- Since efforts were made to conserve energy and water, etc. estimated expenditures were significantly higher than actual expenditures, which enabled the University to settle its accounts with a surplus.

Opinions, etc.

I am concerned that the Prefectural Government may come to a conclusion that the University of Aizu has been affected very little by the reduction of operational subsidies, as the University has obtained Grants-In-Aid for Scientific Research steadily and has surplus funds.

- The University has appealed to the Prefectural Government that rules pertaining to operational subsidies were determined so that they will be effective during the period for mid-term goals, and that such rules should not be changed according to financial situation of the University every fiscal year.
- The number of applications accepted for the Grants-In-Aid for Scientific Research is an index for university evaluations, and the University must continue to make efforts to increase the number of applications accepted for the program. However, the subsidy is granted for research projects conducted by faculty, and appropriation of these funds for expenses for educational use at universities is not allowed. Even if many applications for the Grants-In-Aid for Scientific Research are accepted, it does not mean that funds from the program can cover all necessary operational expenses for universities.
- The University is short of facilities, including dormitories for international students, etc., which are strategically necessary for sustainable management of the University. With regard to appropriation of accumulated surplus funds, such a purpose should be taken into consideration.

(Opinions, etc.)

In case that an unforeseen urgent expenditure arises, how will that be dealt with?

- A category for allotment of funds for expenses at the discretion of the President was established in the amount of 7,800,000 yen, and the funds from this budget can be used for urgent matters. In case of urgent expenses exceeding the amount of the funds from the budget at the discretion of the President, fund allocation will take some time since due procedures regarding handling of relevant projects has to be

taken, including deliberation by councils, etc. within the University Corporation.

<Reports>

A Results of Evaluation of FY 2006 Project Achievements by the Public University Corporation,
the University of Aizu

The Director of the General Affairs Group gave an explanation regarding results of evaluation of FY 2006 project achievements by the Public University Corporation, the University of Aizu, and opinions were exchanged as described below.

(Opinion, etc.)

The Junior College Division has outstanding achievements regarding off-campus lectures. Do these events make any contribution in terms of income for the Corporation?

- These lectures have been offered virtually free of charge. Although the lectures greatly contribute to the local communities, they do little regarding income for the Corporation.

(Opinion, etc.)

What is the Corporation's stance regarding collaboration with (contribution to) the Aizu-Wakamatsu area?

- The University has carried out collaboration and contribution support to the region where it can through activities by invitations to the "Trans Cosmos" project, etc, for example.
- It has been considered that technologies produced by venture business companies established which are related to the University (the number of those companies is ranked first among public university corporations,) should be taken advantage of in local industry.

(Opinion, etc.)

Rejuvenation of local communities in Aizu-Wakamatsu can be done by having students active in the local community. Is it possible to explore activities for local contribution as a goal, which would be done through close cooperation between the University and the Aizu-Wakamatsu municipal government, including activities with involvement of University students for this purpose?

- In the current situation, it may be difficult to realize projects in which knowledge and abilities possessed by the University are utilized for local secondary education, for example, construction of dormitories commonly used by students from integrated lower and upper secondary school and the University.
- Study meetings with the theme of "embedded systems and functional security" have been conducted by the University together with local venture business companies on a consistent basis, so that contribution to local communities will be promoted in

terms of advancement of technology in local industry.

- The University has proposed prospective methods for use of the large scale software program, the Earth Simulator, for weather forecasts for agricultural use in the Aizu area, as well as methods for utilization of information technology which affect residents' lives in local communities.
- At the Junior College Division, the Center for Rejuvenation of Local Communities was established in FY 2007, where activities for rejuvenation of the Aizu area were launched, through awareness of the needs of the Aizu area by the Management Promotion Meeting, which includes members from local government and leaders from non-profit organizations in the area, etc.

(Opinion, etc.)

How will items which have been evaluated as issues requiring improvement be addressed?

- Goals regarding those items will be achieved during the period for the mid-term plans.
- The University has assigned different priority weights for individual items, which have been evaluated as requiring improvement, and has focused on selected items as those to be carried out initially. Progress should be made regarding University reform first, and then relevant detailed items will be carried out in order of their priority ranking.

<Other>

Recent Situation at the University of Aizu

The Chairperson of the Board of Executives gave an explanation regarding the recent situation at the University of Aizu, and opinions, etc. were exchanged as described below.

(Opinion, etc.)

How many students from the University of Aizu have been sent to universities with which international exchange agreements have been concluded? Also, can students earn academic credits at those overseas institutes yet?

- In FY 2006, nine students were sent overseas as part of short-term exchange programs of three-month or less. They did not earn academic credits for courses taken during the international exchange program.

(Opinion, etc.)

Where do international students admitted by the University currently reside?

- They live in privately-owned apartments and/or dormitories run by the organizations such as Student Life Support. However, since the rooms are small and the apartments are located far from the University, the University is in need of dormitories for students in the vicinity of the campus.

(Opinion, etc.)

The necessity of dormitories has been an issue since the foundation of the University. This issue should be addressed in a more aggressive manner, otherwise this will remain as a permanent issue.

- This is one of the issues which are under consideration for inclusion in the mid-term plans for the revision of the mid-term plans scheduled for FY 2008.

(Opinion, etc.)

- Upon drawing a plan for dormitory construction, construction of buildings in a central part of the city should be discussed, taking into consideration the development of Aizu-Wakamatsu.

(Opinion, etc.)

Based on some previous observational visits I made to universities in the U.S.A., management of dormitories should be conducted in the future, taking into consideration expectations for support for junior students by prior tenants of the dormitories.

- Regent Saito will be sent to visit universities in the U.S.A. towards realization of construction of dormitories.

(Opinion, etc.)

The Aizu-Wakamatsu municipal government has not yet recognized construction of dormitories for University students as an urgent issue. The University should aggressively invite cooperation from the municipal government and the Chamber of Commerce, etc.

- Prior to revision to the mid-term plans scheduled for FY 2008, the University will seek the cooperation from the municipal government and commercial industry associations, etc.

(Opinion, etc.)

In order to share awareness regarding issues and the potential of the University of Aizu, organization of observational study programs for individuals from the municipal office, organizations related to commercial industry associations, as well as members of this Council, paid for at the expense of the participants for example could be useful.

- It will be considered hereafter.

XXXXX, 2007

Signatory to the Minutes

Kenichi Kuroda

Seal

Signatory to the Minutes

Masahisa Makita

Seal