The Public University Corporation, the University of Aizu Mid-term Goals and Mid-term Plans for the 2nd term

March 26, 2012

Mid-term Goals	Mid-term Plans

Fundamental Perspective
  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"), with its mission to contribute to advancement of 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 and to contribute to reconstruction from the Great East Japan Earthquake which occurred on March 11, 2011 and subsequent Fukushima Dai-ichi nuclear power plant accident, the Public University Corporation, the University of Aizu shall have the following basic goals, and pursue the goals as a corporation as a whole, through close cooperation among internal organizations such as the Board of Executives, Management Council, Educational and Research Council, etc., and individual administrative staff and faculty members under the leadership of the Chairperson of the Board of Executives.
 	
<<Basic Goals>>
<The University of Aizu>
  The University of Aizu shall aim at realization of the founding principle, "to Advance Knowledge for Humanity" (to make inventions and discoveries for peace and prosperity for humanity). The University of Aizu shall also endeavor to contribute to the future of our nation and local communities by taking a leading role as a pioneer on an international level.
  1. Nurture internationally viable individuals as researchers, technical experts, leaders and entrepreneurs who will support technological innovations, rich in creativity and a high standard of ethics.
  2. Promote research and development in computer science and engineering to lead the world and to contribute to society and academia.
  3. Contribute to advancement of the prefecture's industry and culture by pursuing practicability and effectiveness in diversified areas related to education and research.
 	
<The Junior College >
  Taking advantage of each of its specialty fields, the Junior College shall aim at contribution to regional communities and improvement/development of culture and industry, through fostering of human resources with practical skills necessary for occupations and in everyday life.
  1. Foster professionals who have the ability to contribute to society through the	

Mid-term Goals	Mid-term Plans
utilization of specialized knowledge and technical skills they acquired. 2. Foster human resources with a broad range of knowledge in liberal arts who also have logical perspectives. 3. Provide local residents with opportunities for lifelong learning in order to contribute to formation of knowledge-based society. 4. Collaborate with universities, industry, residents, and governments in the region for contribution to promotion of rejuvenation of local regions. The University and the Junior College 1. Both the University and the Junior College shall aim to nurture human resources to assume a leading role in Fukushima Prefecture's reconstruction from the Great East Japan Earthquake and to contribute to establishment of a new social framework through creation of new industry, etc. **I Basic Organization for Education and Research and Period for Mid-Term Goals** **1. Period for Mid-Term Goals** 　The period for these mid-term goals shall be from April 1, 2012 through March 31, 2018. **2. Basic Organization for Education and Research** 　In order to achieve the mid-term goals, the University and the Junior College are structured as follows: 　(1) The University	

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

(2) The Junior College

Departments	Department of Industrial Information Sciences Department of Food and Nutrition Sciences Department of Social Welfare Sciences

Mid-term Goals	Mid-term Plans
II Goals regarding Improvement of the Quality of Education/Research Conducted at the University **1.　Goals regarding Education** (1) Goals regarding admission and entrance examination systems 　ア　The University of Aizu 　(ｱ) On the basis of the University's admission policy established based on its educational goals, etc., make efforts to improve admission methods and schemes so that the University can recruit excellent students who have high potential to act globally in international society.	**I Measures to be Taken to Achieve Goals regarding Improvement of the Quality of Education/Research Conducted at the University** **1. Measures for Achievement of Goals regarding Education** (1) Measures for achievement of goals regarding admission and entrance examination systems 　ア　The University of Aizu 　(ｱ) The Undergraduate Program 　　a. For recruitment of students meeting the University's Admission Policy, review and improve the admission methods on a continuing basis. 　　b. In order to attract more prospective students to the University, promote effective and systematic PR activities under the initiative of "Admission Center" of the University, through diverse approaches, including timely updates of relevant web pages, proactive attendance at university fairs, off-campus lectures by our faculty

Mid-term Goals	Mid-term Plans
(ｲ) Make further efforts to fulfill the admission capacity of the Graduate School (the Master's Program).	for high school students, and UoA Open Campus, etc. (ｲ) The Graduate School (Master's Program) 　a. Recruit excellent international students, including those from academic exchange partner universities and those supported by government's scholarship. 　b. In order to increase our undergraduate students' motivation to proceed to our graduate school, promote both the "Early Admission System" and the "Program of the Undergraduate and Master's Programs for Five Years through Integration of the Two Programs." The "Early Admission System" enables our students to complete the Undergraduate Program in three years of enrollment and proceed to the Master's Program and the "Program of the Undergraduate and Master's Programs for Five Years through Integration of the Two Programs" enables our students to complete the Master's Program in five years following admission to the Undergraduate School, in a well-planned and smooth manner.
ｲ The Junior College 　On the basis of the College's admission policy established based on its educational goals, etc., make efforts to implement strategic admission systems so that the College can recruit goal-oriented students with high motivation to learn.	ｲ The Junior College (ｱ) In order to recruit excellent students, widely announce and publicize the admission policy while reviewing and improving PR activities such as high school visits by faculty, explanatory meetings for admissions, and open campus events, etc. and advertisement tools such as the College's brochure, website and PR magazines, etc. (ｲ) Establish an Admissions and Publicity Center (tentative name) to promote work for publicity and admission in a comprehensive manner. (ｳ) Review the current selection methods for improvement.
(2) Goals regarding content and achievements of education ｱ The University of Aizu 　Organize and manage a curriculum which integrates undergraduate and graduate education. (ｱ) The Undergraduate Program 　a. Expose students to state-of-the-art achievements of research while they take part in contemporary and advanced research projects, so that they can start to understand on their own what basics they should learn in order to attain the most advanced and best research achievements. 　b. Develop students' practical skills through exercise-oriented classes.	(2) Measures for achievement of goals regarding content and achievements of education ｱ The University of Aizu (ｱ) The Undergraduate Program 　a. Improve the existing curriculums on a continuing basis, through so-called "PDCA cycle"* to promote leading-edge education and research and to keep up with advancement in computer science and engineering, development of computer-oriented society, and socio-environmental changes. 　　*PDCA (plan-do-check-act) cycle: A method to smoothly manage production and quality of business activities. 　b-1. Nurture human resources who have both solid skills centering around software and system design and basic knowledge in information and communications, and also have mastered fundamentals of computer science and engineering. 　b-2. Increase educational effectiveness while continuously improving class activities. For example, enhance TAs' and SAs'* teaching skills, encourage students to take part in various contests for software education purposes, and make use of small class-based activities and seminar-based activities. 　　*TA (Teaching Assistant): Master's students who serve as assistants in undergraduate education as a whole

Mid-term Goals	Mid-term Plans
	SA (Student Assistants): Junior and senior undergraduate students who serve as assistants in fundamental courses of the Undergraduate School b-3. Through student-centered learning, such as PBL, cultivate students' abilities to draw up plans and get those plans done. *PBL (Project Based Learning): Problem-solving learning, which considerably differs from lecture-based learning.
c. Offer education to nurture human resources having wide-ranging knowledge and high ethical standards, including English education of practical use for international research and development in the field of computer science as well as in international business, and specialized education in English.	c-1. Enable students to acquire competence in computer science and engineering, including logical thinking based on knowledge of mathematics and physics, and wide-ranging knowledge in humanities, social sciences, computer ethics and intellectual property. Also, maintain and improve students' health and physical strength through health and physical education courses, etc. Health and physical strength is an important basis of their campus life. These efforts shall result in nurturing of cheerful and well-rounded students capable of flexible thinking. c-2. In order to enable students acquire wide-ranging knowledge and high ethical standards required for researchers and engineers in computer science and engineering, improve related courses, such as "Introduction to Computer Science and Engineering" and "Information Ethics." c-3. Utilize global cutting-edge teaching materials for advanced computer science and engineering education. In parallel with this, retain the English speaking and writing environment, where several advanced courses in computer science and engineering are given in English, and students are required to write their graduation thesis in English. c-4. Provide highly professional English language education not only in English language courses, but also in computer science and engineering courses under the leadership of faculty members who are native/native-like speakers of English and also have doctoral degrees (PhD) in relevant computer science and engineering fields, so that students can acquire 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. Also, encourage students to take an English language proficiency test, in order to have all students take such a test at least once before graduation.
d. Aiming at creation of entrepreneurial business innovations, promote education to be of practical use for business including technology management and contents.	d-1. Based on the top-down education approach, nurture individuals who have abilities to create proposals and carry them out, a creative sense, and an entrepreneurial spirit to survive in society. In parallel with this, foster students' competency to cope with not only specific issues but also everyday issues from scientific perspectives, by making use of their creative sense and innovative ideas. Such attitudes will help students to cope with changes they will face in the future.

Mid-term Goals	Mid-term Plans
	d-2. In order to promote practical education in collaboration with industry, discuss our alumni's involvement in our educational activities. d-3. Encourage students to take "Information Technology Engineers Examination (ITEE)" and increase the rate of the current University students who have taken ITEE to 50 %. 　Also, aim to increase the rate of current University students who have passed "Fundamental Information Technology Engineer Examination (FE)" or higher level to 25 %.
e. Increase the percentage of undergraduate students who advance to the Graduate Program to 40%. 　Average percentage of undergraduate students who advanced to the University of Aizu Graduate School from AY 2006 to AY 2010:　28 %	e-1. Design curriculums in a systematic manner, taking into consideration continuity and coherency between the upper division education at the Undergraduate School and the graduate education. e-2. Discuss development of a new curriculum which integrates undergraduate and graduate education.
(ｲ) The Graduate Programs 　Make efforts to improve educational and research environments through collaboration, etc. with other universities. 　a: In regard to the Master's Program, in parallel with conducting specialized education, design a curriculum to help students acquire international-level presentation skills, extend areas of study widely to other related areas, and develop creative thinking.	(ｲ) The Graduate Programs 　a-1. Improve the existing curriculums on a continuing basis, through so-called "PDCA Cycle" to promote leading-edge education and research and to keep up with advancement in computer science and engineering, development of computer-oriented society, and socio-environmental changes. 　a-2. Under the initiative of the Center for Language Research, pursue research on English for specific purposes of information technology, and apply research achievements to English education at the Graduate School, by, for example, opening an English language course commonly for the Master's and Doctoral Programs. 　a-3. Nurture internationally viable human resources.　For this purpose, use English as a common language at the Graduate School. 　a-4. Nurture human resources whose Japanese language proficiency is good enough to work in Japan.　For this purpose, improve Japanese language education for international students, by, for example, giving some Master's courses in Japanese. 　a-5. Flexibly review and revise the existing curriculums through discussions on possible approaches, such as starting new courses to nurture human resources who have practical knowledge and skills on software, corresponding to social demands. 　a-6. Improve students' competency to make international level research presentations through "Presentation Seminars" and other activities. Presentation Seminars provide students with opportunities to brush up their presentation skills and also to understand expertise other than theirs by observing other students' presentations.

Mid-term Goals	Mid-term Plans
	a-7. Let students experience high level research, useful for them to become independent researchers in the future. Also provide students with advanced training on research methodology. a-8. Encourage students to contribute research papers to domestic/international conferences as part of efforts to nurture independent researchers. Students will be able to benefit from such experiences, in that they will become highly motivated as researchers and pursue their expertise on their solid footing. b-1. Nurture researchers and engineers who have multidisciplinary research interest, aiming at sharing research outcome with society. b-2. In order to prove worthy of trust from society to the University, ensure the educational quality.
イ The Junior College (ｱ) Design a curriculum by which students will be able to acquire specialized knowledge and skills, etc., in an efficient manner within a short period of time.	イ The Junior College (ｱ)-1 Check and evaluate the curriculum on a continuing basis to make it suitable to contemporary and social needs, and more effective and efficient. (ｱ)-2 In order to help students to have purposes for learning and future paths, and register for courses according to their purposes, develop systematic curriculums and show students typical models of course registration. (ｱ)-3 Inform students of purposes, content, goals and assessment standards of each course through syllabuses, so that students can use such information for their course planning. (ｱ)-4 Clearly show students assessment standards and attainment goals, and carry out fair and appropriate assessment. (ｱ)-5 Aim at 100% success rate in acquisition of relevant licenses and certificates for those who apply for them.
(ｲ) Through education, nurture students with ability to find and implement solutions to various social, cultural, and environmental issues on their own, who have a high standard of ethics and can achieve social/vocational independence and make contributions to the region.	(ｲ)-1 Further improve general education courses, specialized courses and career education. (ｲ)-2 Promote practical and hands-on education through problem-finding/solving activities to achieve the educational goals, and ensure the quality of education. (ｲ)-3 Aim at advancement of students' English language skills through introduction of an e-learning system which supports students' self-learning.
(ｳ) Implement education emphasizing interactive communication between students and faculty.	(ｳ)-1 Taking advantage of the College's characteristics, carry out small-group instruction to give students attentive care with an emphasis on communication between faculty and individual students. (ｳ)-2 Develop diverse teaching methods, taking into account effective use of audio-visual materials, computers and network machines, etc. (ｳ)-3 In order to help students develop their communication skills, provide students with various learning opportunities, such as internship programs, student-participatory and hands-on education.

Mid-term Goals	Mid-term Plans
(3) Goals regarding systems/organizations for conducting education ア Improve systems/organizations for education through flexible placement of faculty and administrative staff. イ Regarding the University of Aizu, increase the number of non-Japanese faculty assigned to specialized courses to approximately 50% of all faculty members. ウ Encourage faculty members to further improve their teaching skills. エ With regard to the University of Aizu, provide each student with an IT environment in which personal computers, etc., are always available.	(3) Measures for achievement of goals regarding systems/organizations for conducting education ア The University of Aizu (ア) Flexibly assign faculty and administrative staff, while reviewing the current structure of the Undergraduate School to match it with the undergraduate curriculum. (イ) Systematically promote faculty search from international perspectives to maintain the system to offer high quality education. (ウ) Carry out practical measures for faculty to improve pedagogical capabilities. 　a. The Committee for Promotion of Faculty Development (FD) shall continue discussion on how to promote faculty development. Also conduct student class evaluations on a regular basis, for which results will be shared with faculty members teaching relevant courses, for improvement and advancement of the educational quality. 　b. Increase transparency in education through improvement of the quality of syllabuses, fair grading policies, disclosure of past exam questions, etc. (エ) Continue improving computer network systems of the University to increase students' usability and motivation to study. イ The Junior College (ア) In order to improve the educational methods and contents, increase flexibility in positioning of faculty and administrative staff from an overall perspective. (イ) Strengthen interdepartmental collaboration in education. (ウ) In order to promote effective and efficient education, carry out necessary innovation and improvement of facilities, equipment, materials and information, etc. (エ) Make use of various evaluation results for improvement of class activities, teaching methods, assessment standards, and learning goals, and increase the quality and transparency in education. (オ) Organize FD seminars and open classes, aiming at advancement of teaching skills.

Mid-term Goals	Mid-term Plans
(4) Goals regarding student support ア Based on students' various needs, improve support systems for learning, life-styles, and extracurricular activities.	(4) Measures for achievement of goals regarding student support ア Specific measures for improvement of support systems for learning, life-styles, and extracurricular activities based on students' various needs (ｱ) The University of Aizu a-1. The undergraduate education should support not only students' learning, but also their personality and ability development. For this purpose, make use of the "class mentor system" and "office-hour system" to detect students experiencing severe difficulty with poor academic performance. In addition to these systems, another learning support scheme, "student advisor system," shall be started. a-2. Also, provide students with learning support and advice on course planning, making use of the Office for Learning Support. The Office for Learning Support is open on a steady basis and has learning support staff and teaching assistants (TAs). Functions of the Office for Learning Support shall be further improved. b. 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 shall cooperatively work for students. Discuss establishment of a more efficient counseling system. c. 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 juncture, so that guardians can also grasp situations through consultation, etc. d. Make efforts to reduce students' financial strain. e. Proactively support students' extra-curricular activities, given that students learn social values and how to get along with people of different ages and characteristics through extra-curricular activities, and mature as human beings. f. Promote use of the "Lounge for International Exchange and Informal Discussion" for communication among international students, Japanese students, faculty and administrative staff members, and for exchange of various information. Also organize events to support international students. g. Work together with the Support Association for International Students of the University of Aizu (SAISUA) and other outside organizations to support international students. h. Organize occasions for informal discussion and exchange of opinions among international students, local people and companies. (ｲ) The Junior College a. Correctly understand the actual conditions of students' life-styles and improve support for learning/life-styles/extra-curricular activities. b. In order to strengthen the learning support, make improvements in library services, such as increasing the number of books, opening the Library on

Mid-term Goals	Mid-term Plans
	Saturdays, extending open hours and improving various retrieval systems. c. Give students attentive support through office hours, individual-based consultation/instruction, and out-of-class instruction d. Think of measures to reduce students' financial strain. e. Promote edification to prevent students from being victimized by vicious business such as confidence tricks and pyramid-selling schemes, etc., and for prevention of harassments. f. Support student-initiated activities such as extracurricular/student union/dormitory resident union activities from educational perspectives.
イ Give students attentive support for their career development activities, aiming at the goal of an employment rate of 100% of graduates who seek employment. The average employment rate of graduates who sought employment from AY 2006 to AY 2010 The University of Aizu Undergraduate School: 96% Graduate School (Master's Program): 99% The Junior College: 98%	イ Specific measures for achieving 100% employment rate for students seeking employment (ｱ) The University of Aizu a. Aim to achieve 100% employment rate for students seeking employment at private companies through providing career guidance suitable for individual students by creating a database integrating various data regarding students, and constructing a cyber career development system, using the employability portfolio. b. For the purpose of developing students' views towards professionals, and encouraging them to have future vision on their career at an early juncture, discuss providing career design education for all students to start in their first year of the enrollment at the Undergraduate School. c. Enhance small-group IT experience factory in the form of PBL, so that students can solidify the foundation to develop practical ability as professionals, while learning through hands-on experiences (including the internship program) and improving communication ability. d. Discuss enhancement and improvement of the system to assist students in their career development by consolidating activities by faculty members, the Student Affairs Division and Career Counselors, etc. e. Discuss enhancement and improvement of the system for international students seeking employment at Japanese companies. f. By reinforcing ties between the Alumni Association and the University, establish not only networks among graduates from the University but also a mentor system involving alumni to support currently-enrolled students who are seeking employment. g. Create occasions for our students and faculty members to meet and exchange information with persons who were previously employed as faculty members at our University or who obtained a Master's/Doctoral degree from our University, in order to increase job opportunities for our graduate students (especially our Doctoral Program students) at other universities and research institutes, etc. (ｲ) The Junior College a. Improve the informational environment, so that students can get useful information for their career development through the College's website. b. Promote internship programs and hold seminars by invited lecturers, in order to

Mid-term Goals	Mid-term Plans
	help students have long-term vision for their careers. c. In order to support students in finding jobs, find more companies which give the College job offers, and proactively exchange career information with companies and the alumni. d. Aim at the goal of an employment rate of 100% of students who seek employment through attentive career development support according to individual students' vocational aptitude. e. Regarding the Department of Food and Nutrition Sciences and the Department of Social Welfare Sciences, maintain an employment rate of 80% or higher of those students who seek jobs related to and/or requiring licenses or qualifications.
2. Goals regarding Research 　(1) Goals regarding research standards and results 　　ア　The University of Aizu 　(ア) Carry out research to respond to the needs of society (including regional industry and local communities) in the field of computer science and engineering, expand the scope of research to agriculture and renewable energy, etc. and share research achievements with local communities. 　(イ) Work on exploratory, advanced and strategic research to play a leading role in global scenes.	**2. Measures to be Taken to Achieve Goals regarding Research** 　(1) Measures for achievement of goals regarding research standards and results 　　ア　The University of Aizu 　(ア) World-leading research in the field of computer science and engineering will be further promoted to create results having a major impact on relevant fields. 　(イ) Conduct research to contribute to "formation of a local society where sustainable development is possible" (including agricultural fields), a theme which has been assigned to Fukushima Prefecture as well as the world in the 21st century, and to "assistance for revitalization and reconstruction from the Great East Japan Earthquake" (including research areas on renewable energy). In order to realize such research, encourage University faculty members to have high professional awareness as researchers. 　(ウ) Prioritize invitation of researchers who have knowledge and skills necessary for research mentioned in (イ) above to promote "one and only" and pioneering research with creativity and originality. 【Prioritized Fields of Research to be Worked on as Goals】 　World-leading research in the field of computer science and engineering, expected to surely produce competitive results, has been recognized as "Strategic Research," and relevant research systems shall be enhanced and promoted. In addition, research conducted for three emphasized clusters at the Research Center for Advanced Information Science and Technology (CAIST), which was established in April of 2009, shall be further promoted.

Mid-term Goals	Mid-term Plans
	(エ) Strategic Research 　a. Innovative Computing 　　Research and development of advanced technology, especially key components for supercomputers, such as parallel processing, compiler, Graphical Processing Unit (GPU), etc. 　b. Advanced Network Technology 　　Research and verification for "Internet of Things (IoT)", a future form of the Internet, which will enable us to communicate with and control "things" 　c. Advanced Software Technology 　　Research and construction of an application platform in multi-purpose distributed environment for various applications by combination of heterogeneous software and information components 　d. Cloud Computing 　　Research and verification of cloud concept that information services and application services will be provided for users by using computing resources spreading on the Internet (オ) Emphasized fields at the Research Center for Advanced Information Science and Technology (CAIST) 　a. Aizu Research Cluster for Space Science (ARC-Space) 　　Serve as a hub institute which provides software for geoinformatics, geographic information system (GIS) and probe assistance used in the space frontier project in the field of space development of Japan, by utilization of our University's innovativeness in information science. 　b. Aizu Research Cluster for Local Environment and Informatics (ARC-Environment) 　　Promotion of research on innovative environmental informatics and development of environment prediction technology with combination of environmental science (meteorology, water/atmosphere science, etc.), seeking coexistence with the natural environment and realization of the comfortable and convenient "sustainable information society" 　c. Aizu Research Cluster for Medical Engineering and Information (ARC-Medical) 　　Promotion of research on medicine and its related fields, taking advantage of our University's strength in the field of information science, in cooperation with Fukushima Medical University and other educational/research institutes, medical institutes, administrative agencies inside and outside the Prefecture

Mid-term Goals	Mid-term Plans
	(ｶ) Conduct research on cutting-edge technology for renewable energy and on Smart Grid IT.
	(ｷ) Heighten market value of research achievements through acquisition of patent rights and technology transfer, while effectively managing intellectual property belonging to the University.
	(ｸ) Aim to increase the number of papers accepted by major international conferences and major journals on a continuing basis within the period of the Mid-term Goals for the 2nd term.
イ The Junior College At each department, carry out research on fundamentals and local issues in relation to their areas of specialization, and share research achievements with local communities.	イ The Junior College (ｱ) Carry out fundamental research to improve education at each Department. Also work on solution of regional issues through industry-government-citizen-university collaboration to rejuvenate local regions and communities.
ウ The University of Aizu and the Junior College Organize and implement original research projects beyond the boundaries of research fields.	ウ The University of Aizu and the Junior College (ｱ) The University of Aizu 　a. Regarding innovative research fields requiring cross-disciplinary efforts, recognize them as priority fields, establish support systems and improve R&D environment thereto. 　b. Provide assistance in participation in international conferences by faculty members, and in organizing international workshops, symposiums, and international conferences at the University, in order to publicize and share research results with society. (ｲ) The Junior College 　a. Through utilization of human resources, promote research projects having distinctive features.
(2) Goals regarding improvement of systems, etc. for promotion of research 　ア Develop organizations and systems to provide support for research activities to respond to diverse needs of society. 　イ Improve the intellectual property management system and proactively utilize research results as intellectual property, taking into consideration characteristics of such research results.	(2) Measures for achievement of goals regarding improvement of systems, etc. for promotion of research 　ア The University of Aizu (ｱ) In order to connect research activities and society systematically and strategically, with the UBIC as a core organization, promote projects with high social needs and obtain external research funds proactively.

Mid-term Goals	Mid-term Plans
	(ｲ) At the Research Center for Advanced Information Science and Technology (CAIST), improve research environment through assignment of faculty members in a cross-laboratory manner and introduction of external funding, for example. In each cluster, conduct pioneering research and research corresponding to social needs. (ｳ) Based on the University of Aizu Intellectual Property Strategy, enhance the system to provide University faculty with instructions, advice and/or consultation regarding intellectual property, in order to promote patent application resulting from faculty's research seeds and effectively manage intellectual property belonging to the University. (ｴ) Allocate internal research funds, taking into account research fields regarded as emphasized goals of the University. ｲ The Junior College (ｱ) In order to support research which can flexibly respond to diversifying needs, review the support organization/system and research schemes, and create the environment which promotes effective and efficient research activities. (ｲ) Review the research schemes, in order to fully make use of the College's wide-ranging fields of specialization, including studies on industry, management, designing, information, environments, local administration, nutrition, cookery, health and welfare, childcare and nursing care, etc. (ｳ) In order to support faculty's superior activities, improve the internal competitive research system and outside training programs. (ｴ) Regarding intellectual property, the Center for Rejuvenation of Local Communities shall be responsible for management and administration, taking into consideration characteristics of research results.
3. Goals regarding Contribution to Local Communities (1) Establish goals regarding collaboration and cooperation with local communities, etc. ｱ Establish fundamental policies regarding contribution to local communities, and make efforts to realize sustainable development of regional industry and culture. ｲ Promote collaboration and cooperation with the Prefectural Government, local municipalities, national/public/ private universities inside and outside Fukushima in a proactive manner, exerting efforts to make further contributions to local communities. ｳ Through collaboration with University-led business ventures (*see the note below) and various sectors, including companies within Fukushima Prefecture, research institutions, private organizations such as NPOs, etc., strive to foster excellent human resources who respond to needs of the region and to facilitate rejuvenation of local communities. 　*Note: University-led business ventures are companies founded by faculty members and students to sell products and services developed based on their research achievements.	**3. Measures to be Taken to Achieve Goals regarding Contribution to Local Communities** (1) Measures for achievement of goals regarding collaboration and cooperation with local communities, etc. ｱ The University of Aizu (ｱ) Establish fundamental policies regarding contribution to local communities. (ｲ) As a university open to local communities, promote opening of University facilities for use by the general public. (ｳ) Provide lifelong education by actively offering public lectures, etc., taking advantage of intellectual resources possessed by the University, and hold public lectures by dispatched faculty members at locations outside the University, based on requests from local communities.

Mid-term Goals	Mid-term Plans
	(エ) Conduct research regarding content of education, teaching materials and IT tools, etc., in cooperation with the Fukushima Prefectural Board of Education, aiming to improve scholastic abilities, especially in mathematics, physics and English, of junior and senior high school students in Fukushima Prefecture. In particular, the University shall further enhance collaboration with Aizu Gakuho High School, based on the University-high school cooperation agreement. (オ) Promote contribution to local communities through activities, including off-campus lectures targeted for high school students in and outside Fukushima Prefecture. (カ) Cooperate in research and development with medical institutions and organizations related to agriculture and forestry in the region, so as to contribute to development of products and services by those institutions, etc. (キ) Host the "Computer Science Summer Camp" and the "Personal Computing Contest for High School Students in Japan" in cooperation with relevant organizations and entities, etc., in order to nurture individuals who will support the information society and to publicize the University's distinctive characteristics and strengths nationwide through these events. (ク) Promote research and development on broad-spectrum ideas for computer operation responding to various needs and scenes of life. (ケ) Through cooperation with Fukushima Medical University, etc., focus on R&D on IT related to medical support and perform activities, maintaining close communication with local communities. (コ) Promote collaborative research with Fukushima Medical University and other universities inside and outside of Fukushima Prefecture, while taking full advantage of the characteristics of each university. With those universities working together, also promote joint seminars and workshops for faculty and administrative staff development. In addition, the University shall hold joint meetings and lectures, etc. among those universities for periodic exchange of information, so as to promote effective utilization of information obtained at those meetings in the University management. (サ) Conduct various activities including seminars, in cooperation with private organizations, in order to contribute to nurturing of human resources and rejuvenation of local communities. イ The Junior College (ア) For promotion of further contribution to local regions, establish fundamental policies for local contribution. (イ) Proactively work on student-participatory/hands-on education, off-campus/on-campus public lectures, symposiums, seminars, workshops and research on solution of local issues, etc. (ウ) In order to further contribute to local regions and communities, discuss enhancement of the administration system through assignment of full-time researchers and staff to the Center for Rejuvenation of Local Communities, etc.

Mid-term Goals	Mid-term Plans
	(エ) Work on solution of local issues through cooperation with prefectural/municipal governments and Academia Consortium Fukushima in administration policy making and implementation.
	(オ) In collaboration with various bodies including private organizations such as NPOs, and private companies, etc., nurture human resources and work on solution of local issues.
(2) Goals regarding promotion of regional industry ア Further reinforce cooperation with industries, universities and governments to promote regional industry and to create new industry, and make contributions in terms of rejuvenation of local economy, which will result in creation of more job opportunities. イ Promote creation of new University-led business ventures, while collaborating with existing business ventures.	(2) Specific measures regarding promotion of regional industry ア The University of Aizu (ア) Proactively provide knowledge and expertise of our faculty members to support diversified development and cultivation of markets by companies and research institutions, etc. in Fukushima Prefecture. (イ) Conduct seminars which will help create university-led venture businesses, and promote various forms of cooperation with existing university-led venture businesses. イ The Junior College (ア) Under the leadership of the Center for Rejuvenation of Local Communities, carry out joint research through industry-government-university collaboration and work on revitalization of local industry and rejuvenation of depopulated/hilly regions.
4. Goals regarding International Exchange (1) Goals regarding promotion of international exchange 　Further promote exchange activities, collaboration, and cooperation with overseas educational institutions, etc. in order to nurture human resources who can act internationally and to implement research activities which meet international standards.	**4. Measures for Achievement of Goals regarding International Exchange** (1) Measures for achievement of goals regarding promotion of international exchange ア Promote activities related to international exchange on the initiative of the Center for Strategy of International Programs, and take follow-up measures to further promote international research collaboration and student exchange, etc. in an efficient and organized manner, through continuous improvement of the University's international exchange structure. イ Promote exchange with universities in many different countries including partner universities, etc. When extending or concluding an exchange agreement, closely review details of the agreement from strategic perspectives. By doing this, substantive exchange of faculty members and students, and collaborative research, etc. shall be further promoted. ウ Accept international students in a proactive manner and promote interactions between international students and local communities for cross-cultural understanding, so that they can transmit information regarding current conditions and attraction of Fukushima Prefecture to inside and outside Japan. エ Provide assistance in planning and holding of international academic conferences, as part of the University's activities in supporting international research collaboration. オ Improve the quality of performance of duties related to international activities within the University through education and training of employees who have such duties, including training seminars for translators at the University to improve their skills, and practical education to foreign personnel advisors.

Mid-term Goals	Mid-term Plans
	カ Promote international exchange in cooperation with the University, while discussing a detailed plan for exchange activities and putting the plan into practice in the order of activities having higher feasibility. (The Junior College)
III Goals regarding Provision of Support for Reconstruction from the Great East Japan Earthquake, etc. **1. Goals regarding Support to Reconstruction from the Great East Japan Earthquake, etc.** (1) For reconstruction from the Great East Japan Earthquake, etc., as a prefectural educational and research institution, nurture IT human resources who can take a leading role in Fukushima's reconstruction from the Great East Japan Earthquake, while putting importance on regional relations with people and communities. (2) Make efforts to establish a new social framework, through creation of new industry which aims at recovery from nuclear disasters, etc., and regeneration and development of community ties.	**II Measures to be Taken to Achieve Goals regarding Provision of Support to Reconstruction from the Great East Japan Earthquake** **1. Measures for Achievement of Goals regarding Provision of Support to Reconstruction Efforts from the Great East Japan Earthquake** (1) Specific measures for nurturing of IT human resources, etc. ア Nurture IT human resources, while making efforts to accumulate IT engineers to the region, in order to vitalize industry through creation of innovations. (ｱ) Continue and further promote the existing training programs organized by "Aizu SLF (Software Linkage Firm) Conference." (ｲ) In cooperation with private companies, organize more courses for management of technology (MOT) and smart phone applications. イ Through practical and hands-on education, nurture human resources who can assume a leading role in coping with reconstruction from the Great East Japan Earthquake. (The Junior College) ウ Provide support to the reconstruction through the University's think tank function and expertise. (ｱ) Continue "Akabeko Program," and give advice and instructions regarding the reconstruction. (2) Specific measures for establishment of a new social framework ア In order to provide support to reconstruction from the Great East Japan Earthquake, establish the "University of Aizu Revitalization Center for Fukushima and Tohoku (provisional name)" and achieve goals regarding provision of support for the reconstruction in accordance with the "Vision for Revitalization of Fukushima Prefecture," by taking advantage of characteristics as an IT-specialized university. イ Under the leadership of the Center for Rejuvenation of Local Communities, proactively promote activities closely related to local regions, such as projects for revitalization of local industry, rejuvenation of depopulated/hilly regions and reconstruction of local communities. (The Junior College)

Mid-term Goals	Mid-term Plans
2. Goals regarding Utilization of IT to Support the Quake Restoration (1) Corresponding to occurrence of the Great East Japan Earthquake, etc., and in collaboration with Fukushima Medical University, strive to make contributions to the quake restoration through utilization of IT in medical fields, including long-term healthcare management for all residents in Fukushima Prefecture, etc. (2) Corresponding to occurrence of the Great East Japan Earthquake, aim at contributions to the quake restoration through research on disaster management to secure safety and relief of prefectural residents, and on utilization of IT for promotion of renewable energy, and share the achievements with people in the region and the world.	**2. Measures for Achievement of Goals regarding Utilization of IT to Support the Quake Restoration** (1) Support for Health Surveys, etc. from IT Perspectives ｱ Through cooperation with the Fukushima Prefecture and Fukushima Medical University regarding the prefectural citizens' medical checkups, from the standpoint of an IT- specialized university, realize long-term management of data obtained from prefectural citizens' medical checkups in a safe manner. (2) Approaches for Creation of New Industry ｱ Promote research activities for advanced IT, in order to establish disaster-resistant, safe and sustainable environmental society. （ｱ）Promote research in the fields of local government cloud, urban OS* (reconstruction modeling of Hama-dori), tsunami simulation and local weather information, etc. *OS: Operating System （ｲ）Build IT infrastructure for a renewable energy model, using advanced IT research such as Smart Grid and Green IT, etc. as a core.
3. Goals regarding Collaboration and Cooperation in Provision of Support to Reconstruction (1) For reconstruction from the Earthquake, promote collaboration and cooperation with the Prefectural Government, local municipalities, Fukushima Medial University, and other national/public/private universities inside and outside Fukushima in a proactive manner.	**3. Measures for Achievement of Goals regarding Collaboration and Cooperation in Provision of Support to Reconstruction** (1) For reconstruction from the Earthquake, work on various projects in collaboration and cooperation with the Prefectural Government, local municipalities, Fukushima Medial University, other national/public/private universities, research institutions and private companies inside and outside Fukushima in a proactive manner.
IV Goals regarding Improvement of Administrative Operation and Effectiveness **1. Goals regarding Improvement of Business Operation and Effectiveness** (1) Goals regarding improvement of organizational operation ｱ Implement University operation in a way that students and Corporation employees can be proud of. ｲ Under the leadership of the Chairperson of the Board of Executives, facilitate prompt and accurate decision-making process. Based on these decisions, conduct management of the Public University Corporation in a quick, flexible, and strategic manner.	**III Measures to be Taken to Achieve Goals regarding Improvement of Administrative Operation and Effectiveness** **1. Measures for Achievement of Goals regarding Improvement of Administrative Operation and Effectiveness** (1) Measures for achievement of goals for improvement of organizational operation ｱ-1 Promote employment of new administrative staff in a well-planned manner in order to secure and nurture administrative personnel with highly-specialized knowledge and abilities. ｱ-2 As necessary, establish and utilize a system for personnel exchanges of administrative staff with other universities. ｲ-1 In order to smoothly carry out the University operation, establish a system which supports the Chairperson of the Board of Executives in making prompt and accurate decisions, while the Board of Executives, the Management Council, the Education and Research Council, the Faculty Assembly and standing committees adequately share roles. ｲ-2 Adequately operate the Faculty Assembly and the Graduate School Faculty Assembly, taking into consideration roles of the respective standing committees. ｲ-3 For adequate business operation of the University including accounting affairs, review and evaluate business operation items needing improvement with the help

Mid-term Goals	Mid-term Plans
	of knowledgeable persons and specialists from outside the University, such as an audit corporation, etc. to ensure a system for implementing measures necessary for improvement of the University.
ウ In order to meet the needs of society adequately, inspect and review internal organizations, including educational and research organizations, on a regular basis.	ウ-1 Employment of faculty members shall be based on an open application policy, in principle. Also, secure excellent faculty members through introduction of diverse employment systems. ウ-2 While implementing appropriate personnel evaluation systems to increase faculty's incentives and improve the quality of education and research, such as the internal promotion system and the tenure-track system, develop a comprehensive personnel evaluation system in order to properly evaluate educational and research achievements. ウ-3 Discuss improvement of business procedures and systems, for example, realization of more efficient execution of research budgets, etc., in order to create an environment in which faculty members can concentrate on research and gain good achievements.
(2) Goals regarding improvement of effectiveness and practicality of administrative work Thoroughly review business operation of the University and streamline relevant procedures in order to carry out administrative work more efficiently and reasonably.	(2) Measures for achievement of goals regarding improvement of effectiveness and practicality of administrative work ア Simplify and rationalize administrative work of the University, while reviewing and reorganizing administrative organizations and placement of personnel. In addition, promote outsourcing of administrative work, where possible. イ In order to increase efficiency of administrative work, reorganize and merge the existing meetings and standing committees. ウ Establish an academic affairs administration system with better security which enhances convenience of students, faculty and administrative personnel, and contributes to effective administrative operation.
2. Goals regarding Improvement of Financial Affairs (1) Goals regarding growth of self-generated income, including external research funds and other revenue In order to reinforce and stabilize the financial base, make efforts to increase self-generated income, including external research funds and other revenue.	**2. Measures for Achievement of Goals regarding Improvement of Financial Affairs** (1) Specific measures regarding growth of self-generated income, including external research funds and other revenue ア Discuss generation of income by holding and charging for short-period technical seminars for mid-career professionals. イ Improve a system for acceptance of donations from private companies and graduates. Also, make efforts to collect donations on a continuing basis, and discuss establishment of the University Foundation. ウ Aim to increase income by 30%, compared to the average annual income during the period of the 1st Mid-term Goals, from usage fees of the University facilities from the standpoint of efficient use of property.

Mid-term Goals	Mid-term Plans

	エ Promote recycling of outdated computers and other equipment.
	オ Aim at acquisition of external funds for research projects and implementation of joint/commissioned research projects.
	  Quantitative target for applications for open application-based research funds:
	  More than 50 applications in total (The University)
	  More than 20 applications in total (The Junior College)

(2) Goals regarding economization of expenses With regard to all sorts of expenditures, aim at cost economization through well-planned and effective disbursement.	(2) Specific measures regarding economization of expenses ア In order to economize managerial expenses, review and improve contents and methods of business operation. イ Reduce relevant costs by way of water-saving, reduction of waste, recycling, power conservation and other energy-saving efforts.
3. Goals regarding Internal Investigations and Evaluations, and Provision of Information (1) Goals regarding improvement of evaluations Carry out internal investigations, evaluations and third-party evaluations, etc. on a regular basis to check and evaluate overall University operation and activities. Utilizing the results, improve the quality of research and education, further promote activities for revitalization of education and research, contribute to local communities and improve business operation.	**3. Measures for Achievement of Goals regarding Internal Investigations and Evaluations, and Provision of Information** (1) Measures for achievement of goals regarding improvement of evaluations ア The University of Aizu (ア) Within the framework of internal evaluations of the Corporation, conduct internal investigations and evaluations regarding educational activities, using evaluation criteria employed by third-party evaluation organizations, etc., as reference. The Evaluation Office shall evaluate the University on a regular basis. (イ) Grasp situations of research activities, including research progress and achievements on a regular basis. (ウ) Gain understanding of activities which can be used for making regional contributions, within the framework of internal evaluations of the Corporation. (エ) Undergo periodic third-party evaluations by institutions for university accreditation/evaluation. イ The Junior College (ア) Inspect situations regarding evaluation of educational activities such as "student class evaluations" on a regular basis by the Evaluation Committee, aiming to improve and more effectively administer the inspection system. (イ) Faculty, based on results of surveys regarding their courses, shall evaluate and review their class activities for improvement. (ウ) Establish evaluation criteria and other related matters for vitalization and advancement of education/research and for promotion of local contribution under the initiative of the Evaluation Committee, and evaluate the overall educational activities.

Mid-term Goals	Mid-term Plans
	(エ) Conduct self-inspection/evaluation on activities regarding education, research, local contribution, and College management on a regular basis, and use external evaluation results by Fukushima Prefecture Evaluation Committee for University Corporations, etc. in an effective manner for appropriate management of the College.
(2) Goals regarding promotion of information disclosure and transmission 　Disclose information to the general public in an appropriate manner to fulfill accountability to prefectural citizens, while proactively transmitting information on educational and research activities and achievements.	(2) Specific measures for promotion of disclosure and transmission of information ア Adequately disclose information, such as corporation information, etc., via the University website. イ Undergo appropriate external audits by certified public accountants, etc. regarding financial situations and administration/operation of the University, and disclose the results of external audits to the public. ウ While publishing "Annual Reviews" on a periodical basis, discuss construction of an institutional repository in order to publicize the University's educational and research activities and intellectual resources. エ Conduct surveys such as "student class evaluations," "evaluation of the College by students," and "evaluation of the College by alumni" under the leadership of the Evaluation Committee and disclose relevant evaluation results. (The Junior College) オ Through the College's website, transmit information regarding education, self-inspection/evaluation, and educational/research activities and achievements in a proactive manner. (The Junior College) カ Publish "Research Proceedings" on a regular basis and disclose the College's educational/research activities and intellectual resources to the public. (The Junior College)
4. Important Goals regarding Other Business Operation (1) Goals regarding compliance 　Make efforts to realize thorough compliance so that prefectural citizens can have trust in the University.	4. Specific Measures for Achievement of Important Goals regarding Other Business Operation (1) Measures for achievement of goals regarding compliance ア Enhance compliance in accordance with the University's "Code of Conduct," "Fundamental Policies Pertaining to Administration and Management of Public Research Funds," and "General Plan on Management of Conflicts of Interest."
(2) Goals regarding maintenance and utilization, etc. of facilities and equipment 　Maintain and repair facilities and equipment of the University in a systematic manner for comfortable and safe use, taking into consideration the environment and universal design.	(2) Measures for achievement of goals regarding maintenance and utilization, etc. of facilities and equipment ア Promote improvement of the educational environment and equipment, etc. イ Repair, maintain and manage the University facilities and equipment based on the long-term maintenance plans in an effective manner. ウ Regarding the College's decrepit dormitory and undersized library, discuss future plans for these facilities from the perspective of safety and usability of residents and users.

Mid-term Goals	Mid-term Plans
	エ Review the environmental criteria that the University has established, and further promote water and power conservation, and other energy-saving efforts to reduce emission of CO_2. Accurately analyze and evaluate the implementation results, and announce the results within the University. オ Discuss introduction of renewable energy resources, such as photovoltaic power systems, etc. カ Preserve green areas on campus with consideration for the natural environment in the local communities, and make continuous efforts in keeping the University campus attractive and beautiful. キ Maintain and improve the University campus from the standpoint of universal design. ク In order to ensure safe and secure campus life for students, as well as to respond to occurrence of disasters, manage and maintain the University buildings and facilities in good conditions at all times.
(3) Goals Regarding Healthcare and Safety Management ア Establish a mental and physical health management system and a safety management system to appropriately respond to occurrence of disasters and to prevent accidents before they occur in order to protect health and secure safety of students, faculty and administrative staff. イ Promote constant cooperation with local communities and relevant organizations to provide resources of the University to local communities in a time of disaster.	(3) Measures for achievement of goals regarding healthcare and safety management ア-1 Improve a safety and health management system for maintenance and promotion of mental and physical health of students, faculty and administrative staff. ア-2 Conduct periodical health checkups for all students, faculty and administrative personnel. ア-3 Help students, faculty and administrative staff manage their mental and physical health through provision of instructions from and/or interviews with a counselor in a timely manner. Also, discuss improvement of a counseling system (such as employment of a full-time nurse and counselor). ア-4 Maintain and enhance crime prevention and security systems inside and outside the buildings. ア-5 For the purpose of raising awareness of students, faculty and administrative personnel, etc. in regard to safety and disaster prevention, conduct training programs regarding action plans in the event of disasters, and disaster prevention drills based on University's disaster prevention measure manuals. イ To respond to requests for use of the University facilities (Athletic Field and Gymnasium, in particular) as emergency evacuation areas for local citizens, and for provision of relief activities in the event of large-scale disasters, such as earthquakes, manage and maintain the facilities in good conditions at all times. Also, through opening of the University facilities on a regular basis, create an environment in which local residents and others do not hesitate to evacuate to the University at the time of disaster.

Mid-term Goals	Mid-term Plans
(4) Goals regarding maintenance and utilization of communication infrastructure 　Maintain and improve the information communication infrastructure, which has been serving as a backbone of the University operation, so that it can be utilized for education, research, and business activities, and operation at the University.	(4) Measures for achievement of goals for maintenance and utilization of communication infrastructure ア　Through construction of a network system which can respond to advancement of information technology on a constant basis, maintain and improve the IT environment, so that it can serve as a backbone of the University operation. イ　Concerning administrative operation of the on-campus network systems, maintain and improve the security measures to ensure stability and safety. ウ　Enhance stocks of books and other materials in electronic format at the University Library.　In addition, while implementing orientations and workshops, improve the environment for usage of the Library by reorganizing displays, etc., in order to provide better services to users. **IV. Other Matters** **1. Budget (including personnel expense estimates,) income and expenditure plan, and financial plan** 　＊See the separate sheets. **2. Short-term Loan Limit** 　(1) Limit: 800,000,000 yen 　(2) Assumed reasons for loans: 　　It is assumed that the University may need to obtain loans in order to cover expenditures that are urgently required due to delay in receipt of operational subsidies from the Prefectural Government or occurrence of accidents, etc. **3. Plans to transfer valuable property or offer valuable property as collateral** 　None. **4. Use of surplus** 　If there is a surplus after the settlement of accounts, use the surplus for improvement of the quality of education and research, and improvement of organizational operation, facilities and equipment. **5. Matters related to business operation provided for in Prefectural rulings** 　(1) Plans regarding facilities and equipment 　ア　Taking into account long-term maintenance plans, decide on plans regarding facilities and equipment in the budget-making process for each fiscal year. 　イ　Create a development and management plan to establish the "University of Aizu Revitalization Center for Fukushima and Tohoku." 　(2) Plans regarding personnel affairs 　ア　Employ internationally-recognized excellent scholars from inside and outside Japan through proactive recruiting activities based on the principle of open application.

Mid-term Goals	Mid-term Plans
	ｲ　Employ individuals who have specialized knowledge and skills as administrative staff of the Corporation. (3) Plans regarding use of reserve funds 　Reserve funds of the balance carried forward from the previous term of the Mid-term Goals shall be used as; 　-Expenses for operation related to Revitalization, and its contingent business 　-Expenses for operation related to education and research, and its contingent business (4) Other necessary matters related to business operation of the Public University Corporation 　None. **6. Student capacity** 　(*Separate sheet)

(Separate sheet)　　Budget

Budget for FY 2012 to FY 2017

(Unit: million yen)

Category	Amount
Income	
Operation Subsidy	20,216
Grants	37
Self-generated Income	5,974
Income from tuition, admission, and application fees, etc.	5,636
Income from assets	268
Miscellaneous income	68
Income from Commissioned Research, etc. and Grant Donations	539
Long-term Loans	-
Total	26,768
Expenditure	
Operating Expenses	25,016
Expenses for education and research	18,658
General expenses for administration	6,357
Expenses for Facilities and Equipment	1,212
Expenses for Commissioned Research, etc. and Projects through Grant Donations	539
Redemption of Long-term Loans	-
Total	26,768

【Estimation Basis for Personnel Expenses】
 A total budget of 13,340 million yen will be allocated to personnel expenses for the six-year period set for realization of the mid-term goals. (excluding retirement allowances)

Note 1) Total amounts in the table above do not always coincide with the sum of individual categories, as fractions have been rounded down.

Note 2) Estimation for FY 2013 and on is based on the budget for FY 2012.

Note 3) Costs in the table above have been estimated based on the current rules for calculation of the operational subsidies from the Government of Fukushima Prefecture, and are subject to revisions hereafter.

Note 4) Payment of retirement allowances shall follow the "Regulation Concerning Retirement Allowances for Personnel of the Public University Corporation, The University of Aizu." Funds for retirement allowances to be covered by operation subsidies will be estimated in the process of budget planning for each fiscal year.

Note 5) Regarding costs to be incurred from long-term contracts, etc. for which period exceed the term of these mid-term plans, they shall be paid by self-generated income or the operational subsidies from the Government of

Note 6) Expenses related to establishment of the University of Aizu Revitalization Center for Fukushima and Tohoku are not included.

【 Rules for Estimation of Operation Subsidies 】

  1 Categories of Operation Subsidies

  Operation Subsidies shall be divided into the following categories.

  (1) Subsidy A: A subsidy for education and research activities and general administration

    ・Personnel expenses for education and research

    ・Expenses related to academic affairs

    ・Expenses related to research

    ・Expenses for administration and management of affiliated facilities

    ・Personnel expenses for administration and management of the Corporation

    ・Expenses for administration and management of the Corporation

  (2) Subsidy C: An operation subsidy for improvement of facilities

    ・Expenses for improvement of University facilities

  2 Operation Subsidy Calculation Formulas

  Allocation of operation subsidies shall be calculated according to the formulas described below.

  (1) Operation subsidy for education and research activities and general administration: A(y)

    $A(y) = A1(y) + A2(y) - D(y)$

        A1(y): General budget necessary for administration and management of

            education and research activities (excluding specified expenses)

            $A1(y) = A1(y-1) \times \alpha$

        A2(y): Budget for specified expenses required for education, research, administration and management

        D(y) : Estimation of payments from students, income from property and other expected income

  (2) Operation subsidy for improvement of facilities: C(y)

        C(y): Subsidy C shall be estimated every year, based on expenses required for facility improvement purposes.

        Any surplus of funds from this subsidy category will be reserved for the following year for facility maintenance, etc.

  The amount of operation subsidy shall be calculated by above formulas in principle. However, should there be any circumstances in which a subsidy amount cannot be calculated in such a manner, the Fukushima Prefecture shall determine the amount after consultation with the Corporation, taking into consideration stable operation of the Corporation and financial situation of the Prefecture.

  【Coefficients used herein】

  α (alpha): Coefficient of effectiveness (0.99)

  ※ (y) : Relevant fiscal year

    (y)-1 : Year previous to the fiscal year "y"

Income and Expenditure Plan
Income and Expenditure Plan for FY 2012 to FY 2017

(Unit: million yen)

Category	Amount
Expenditure	27,006
General Expenses	27,006
Operating expenses	20,958
Expenses for education and research	6,789
Expenses for commissioned research	325
Personnel expenses	13,842
General expenses	3,100
Financial expenses	167
Miscellaneous losses	-
Depreciation expenses	2,779
Short-term Losses	-
Income	27,006
Revenues from Operations	27,006
Operation subsidy	20,036
Grants	46
Revenue from tuition	4,665
Revenue from admission fees	1,005
Revenue from application fees	136
Revenue from commissioned research, etc.	325
Revenue from donations	220
Financial revenues	-
Miscellaneous revenues	337
Reversal of asset offsetting operation subsidies, etc.	138
Reversal of asset offsetting grants, etc.	78
Reversal of asset offsetting donations	15
Reversal of amount of items received or donated as	1
Extra Revenue	-
Net Revenue	-
Total Revenue	-

Note 1) Total amounts in the table above do not always coincide with the sum of individual categories, as fractions have been rounded down.
Note 2) Estimation for FY 2013 and on is based on the budget for FY 2012.

Financial Planning

Financial Planning for FY 2012 to FY 2017

(Unit: million yen)

Category	Amount
Capital Expenditures	27,768
Expenditures for business transactions	26,277
Expenditures for investments	30
Expenditure for financial activities	461
Balance to be carried forward to the following term of the mid-term plan	1,000
Capital Revenue	27,768
Revenue from business transactions	26,768
Revenue from operation subsidies	20,216
Revenue from grants	46
Revenue from tuition, admission and application fees	5,636
Revenue from commissioned research	325
Revenue from donations	205
Other revenue	337
Revenue from investments	-
Revenue from facility charges	-
Other revenue	-
Revenue from financial activities	-
Balance carried forward from the previous term of the mid-term plan	1,000

Note 1) Total amounts in the table above do not always coincide with the sum of individual categories, as fractions have been rounded down.

Note 2) Estimation for FY2013 and on is based on the budget for FY2012.

Total student capacities

The University

Academic year	School, Graduate school, and Total student capacities
AY2012	School of Computer Science and Engineering: 960
	Graduate School of Computer Science and Engineering: 270 (Master's Program: 240) (Doctoral Program: 30)
AY2013	School of Computer Science and Engineering: 960
	Graduate School of Computer Science and Engineering: 270 (Master's Program: 240) (Doctoral Program: 30)
AY2014	School of Computer Science and Engineering: 960
	Graduate School of Computer Science and Engineering: 270 (Master's Program: 240) (Doctoral Program: 30)
AY2015	School of Computer Science and Engineering: 960
	Graduate School of Computer Science and Engineering: 270 (Master's Program: 240) (Doctoral Program: 30)
AY2016	School of Computer Science and Engineering: 960
	Graduate School of Computer Science and Engineering: 270 (Master's Program: 240) (Doctoral Program: 30)
AY2017	School of Computer Science and Engineering: 960
	Graduate School of Computer Science and Engineering: 270 (Master's Program: 240) (Doctoral Program: 30)

The Junior College

Academic year	School, Graduate school, and Total student capacities
AY2012	Department of Industrial Information Sciences: 120 Department of Food and Nutrition Sciences: 80 Department of Social Welfare Sciences: 100
AY2013	Department of Industrial Information Sciences: 120 Department of Food and Nutrition Sciences: 80 Department of Social Welfare Sciences: 100
AY2014	Department of Industrial Information Sciences: 120 Department of Food and Nutrition Sciences: 80 Department of Social Welfare Sciences: 100
AY2015	Department of Industrial Information Sciences: 120 Department of Food and Nutrition Sciences: 80 Department of Social Welfare Sciences: 100
AY2016	Department of Industrial Information Sciences: 120 Department of Food and Nutrition Sciences: 80 Department of Social Welfare Sciences: 100
AY2017	Department of Industrial Information Sciences: 120 Department of Food and Nutrition Sciences: 80 Department of Social Welfare Sciences: 100