

Self-Evaluation Report

AY 2017

Akita International University

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Part 1. Summary of Operation Results

AIU has been exerting significant effort since its inception in April 2004 to help its students develop into hands-on professionals that possess excellent communication skills in English and other foreign languages, gain a broad knowledge of liberal arts, and expertise with a global perspective. AIU is an early adopter of a highly innovative education system that is ahead of other Japanese universities, where all courses are taught in English, all students are required to spend a year studying abroad, and Japanese and international students live together in on-campus housing.

As for the Top Global University Project being hosted by the Ministry of Education, Culture, Sports, Science and Technology, of which AIU was selected to be a member of in AY 2014, AIU has been implementing various initiatives to become a world-class university that thrives as a leading international liberal arts institution in Japan, which includes provision of quality education at a globally competitive level, execution of the curriculum reform, and promotion of English education through cooperation with high schools. As a result, AIU received an 'A' grade in the interim evaluation.

Under such circumstances, there is a growing number of universities across Japan that have apparently adopted characteristics similar to AIU's. However, standing by its educational and research philosophy of international liberal arts, AIU has been firmly running its operations based on its medium-term and annual plans. The results of the university activities that took place during AY 2017 are as explained in the following sections.

1. Education and Research

(1) Enhancement of the quality of education

Under the leadership of the curriculum reform subcommittee, which was formed as a subgroup of the Academic Affairs Executive Committee (AAEC), AIU has examined and reviewed the current academic process, e.g., curriculum and teaching methods, and held further discussions on specific concepts and ideas on which the execution of curriculum reform will be based.

Inviting instructors from overseas universities to teach at the university, AIU has started offering several new science courses and international marketing courses. Additionally, AIU has incorporated interactive and collaborative class sessions with university students in the US into information courses by leveraging collaborative online international learning (COIL) as part of the effort to further enhance its international liberal arts education. To better cater to the educational needs of international students, AIU also started several new courses and programs, which include offering five new courses including Japanese studies and East Asia-related courses, international project-based learning (PBL) courses with Thai universities, and new partners programs with universities in the U.S.

As for the status of the professional graduate school, highly practical education programs have been provided to its students with an emphasis on hands-on activities, which all strike the right balance between theory and practice, in the fields of English education, Japanese language education, and global communication skill.

(2) Recruitment of a diverse student body

While the number of prospective students applying for admission to a university from within Japan has been on the decline, the ratio of applicants to available slots was twelve-fold for the general entrance examinations for enrollment in April 2018, which was much higher than the targeted ratio. When the data from the special selection

examinations are combined, 1,575 prospective students applied to AIU (while 1,402 actually took the examinations), of which 182 were admitted to the university as full-time students (admission quota was 150 students for the April matriculation). This is a year-on-year increase of 20 students in enrollment size.

As for the activities to recruit students from within Akita Prefecture, AIU representatives paid a visit to all high schools individually for PR activities, visited major high schools several times that have good track records of sending students to high-caliber universities or offer international courses, and recommended that in-prefecture high school students take global seminar entrance examinations, which is a type of special selection examination available only to the in-prefecture applicants. Also as new initiatives, AIU held campus tours for in-prefecture high school teachers and also had its admission officers partake in student recruiting and enrollment activities, which resulted in 24 in-prefecture students enrolled in AIU; a 20% year-on-year increase.

As for the professional graduate school, its faculty members took the initiative to conduct PR activities to spread information on the school's entrance examinations such as by visiting other universities to recruit students from there. As a result of such effort, 15 students were recruited for enrollment in April 2018, which is a year-on-year increase of 11 enrollees.

AIU also entered into an academic exchange agreement with five new universities (one from North America, and four from Europe) to increase the channels through which to recruit international students and to also offer more study-abroad destinations for AIU students. The new signees include one Croatian university and one Estonian university, which are both first partner schools in those respective countries. As of March 2018, AIU has 190 partner universities in 49 different countries and regions (59 in North America, 71 in Europe, 41 in Asia, 13 in Oceania, three in Africa, and three in

South America). AIU also launched a new official Facebook page targeting prospective international students, created new leaflets explaining the student exchange and short-term programs and distributed them to overseas partner universities, etc., as part of AIU's stepped-up efforts to disseminate its information overseas.

(3) Student support

(i) Learning support

In addition to the Start-Now seminar, which has been provided to the university admittees that took the special selection examination, AIU started offering a new program to the in-prefecture high school students being admitted through the global seminar entrance examination, the main aim of which is to teach the participants effective English learning methods, etc., in order to provide more diverse pre-matriculation education and better student support.

AIU also implemented a new academic information search tool at the Nakajima Library to allow the library users to perform a simultaneous search across the university's collection of books, various electronic resources, and academic information available on the Internet, which is a significant improvement for the convenience of the users.

At the Academic Achievement Center (AAC), 46 graduate and undergraduate student tutors provided learning support to other students on an individual basis such as offering guidance on how to effectively write papers in English and study science courses. 1,836 students used this service.

(ii) Student life support

Taking advantage of the fact that it is a small university where roughly 90% of the students live on campus, AIU made an effort to identify any mental or physical issues that its students may be experiencing at an early stage and provided them with attentive care through close cooperation among the staff members, nurses, counselors, etc.

AIU also decided to start offering another scholarship program with the support of a new private organization, apart from the current tuition discount/exemption program and AIU's self-funded scholarship program, to offer a wider variety of financial aid options to the students.

AIU also actively created opportunities to hear the opinions and requests of the students by holding Student Life Committee meetings, Student Dormitory meetings, and Student Apartment meetings, and conducting student satisfaction surveys, etc. From these university-student interactions, AIU saw that students were particularly interested in the improvements with the bus routes, so we engaged in a series of discussion with the bus operating company and came up with an improvement plan.

(iii) Career support

AIU continued to offer career design courses, internship opportunities, career guidance before students go on their study-abroad programs, and job information sessions where representatives from recruiting companies were invited to campus, etc., as part of the ongoing effort to provide meticulous support to students as they choose their post-graduation paths. AIU also started offering student support that takes into account the social conditions in recent years by hosting joint information sessions featuring several companies that operate in the field of artificial intelligence (AI). Through these continuous and new initiatives, AIU was able to achieve a 100% employment rate of its graduating students in AY 2017, as was also the case in the

previous year.

(4) Improvement in research

AIU held information sessions twice to explain how to apply for the scientific research fund assistance program, and encouraged young faculty members to apply for the program using AIU's open-application research funds, etc., to gain external competitive funds in a concerted effort.

Additionally, AIU invited instructors from overseas to offer special lectures on campus through the Top Global University Project, and also dispatched its faculty members to travel to other universities overseas to give lectures and observe how courses were being taught there, etc., and facilitated academic exchange with its overseas partner universities, etc.

2. Community Contribution

(1) Educational support for local schools

AIU dispatched a total of 1,306 students, including international students, to various nursery schools, kindergartens, elementary schools, junior high schools, and high schools mainly in the municipalities with which the university has cooperative agreements in place, and also allowed students from those schools to participate in activities on campus on a total of 212 different occasions, in order to practice English education in the real school setting and to facilitate intercultural understanding among the participants.

AIU also offered the English Village sessions 12 times to 421 students from various elementary schools, junior high schools, and high schools, which is part of the Top Global University Project initiatives to allow students to learn English in English.

Additionally, as part of the effort to enhance the teaching capability of English instructors, AIU offered opportunities such as teachers' seminars to English instructors and jointly hosted workshops on English teaching methods with the U.S. Consulate General Sapporo and the U.S. Embassy.

(2) Promotion of internationalization

In November 2017, AIU entered into a new cooperation agreement with Ogata Town, in addition to the existing agreement with five other municipalities in Akita Prefecture, i.e., Happo Town, Daisen City, Yurihonjo City, Misato Town, and Semboku City. AIU engaged in active and continuous exchange activities with those municipalities on 102 different occasions.

As for the Institute for Asian Studies and Regional Collaboration (IASRC), AIU actively supported initiatives and programs that are operated mainly by Akita Prefecture and Akita Chamber of Commerce and Industry to expand exchange activities with Russia and Asian countries. AIU also invited journalists from news media outlets to work as researchers on campus and conducted investigative studies on how to facilitate companies that are based in Akita Prefecture to promote their business in the Greater China Region.

3. University Operation

To swiftly make key decisions and effectively operate itself as a public university corporation, AIU clearly defined the roles of AAEC, responsible for reviewing and deciding matters related to education research, and facilitated the university operation under the supervision of the University Management Committee. AIU also reviewed the way in which it operated the President's Advisory Board meetings to make

improvements so that more useful suggestions could be provided.

AIU was successfully certified as meeting the criteria as an accredited professional graduate school of global communication.

As for the management of its faculty and staff, AIU maintained a three-year term limit system and the annual remuneration system to keep the human resource management system efficient and performance-based, while actively providing various opportunities for the faculty and staff to improve their aptitude and capability. AIU also decreased its labor costs by reducing the number of overtime hours worked by staff and cutting the amount of annual remuneration paid to those in managerial positions (by 10-20%).

AIU made conscious efforts to review and improve its organizational setup and operation methods by conducting a self-inspection and evaluation on the overall university operation, visiting three universities in the U.S., and conducting hearing surveys concerning how to better run and manage the faculty team in particular.

4. Fiscal Results

(1) Operating status

(i) Operating performance

As for the financial performance of AY 2017, AIU gained ordinary revenue of JPY 2,198,970,000, while spending JPY 2,118,200,000 as ordinary expenses, which left the university with a net profit of JPY 80,770,000. As AIU took JPY 129,300,000 from the purpose-specific reserve fund, the gross profit AIU gained during AY 2017 was JPY 210,080,000.

As for revenue, AIU saw that the actual result was better than the initial budget by JPY 276,530,000 due to 1) the higher amounts of student payments driven by a larger

number of prospective students applying to and enrolling in the university and 2) the increase in the amount transferred from reserve fund allotted for developing and maintaining an optimal education and research environment at the university.

As for expenditure, the total actual amount disbursed was over the budget by JPY 64,340,000 mainly because AIU actively made improvements on various facilities and equipment using the reserve fund, although efforts were made to streamline operations and cut operating expenses. The total labor cost decreased due to a net outflow of faculty and staff.

(ii) Financial standing

At the end of AY 2017, AIU recorded the total assets of JPY 6,238,580,000, the total liabilities of JPY 1,304,220,000, and the total capital of JPY 4,934,360,000.

As for the breakdown of the assets, they consisted of fixed assets worth JPY 5,280,420,000 and current assets worth JPY 958,160,000. The breakdown of liabilities comprised of fixed liabilities including long-term loans from the prefecture worth JPY 694,250,000 and current liabilities including accounts payable and deposits worth JPY 609,970,000. The capital is made up of the buildings contributed by Akita prefecture worth JPY 1,393,260,000 and the land contributed by Akita City worth JPY 503,840,000, while the capital surplus consisted of the land worth JPY 462,190,000, the buildings worth JPY 4,931,100,000, which were purchased mainly using the prefectural subsidies.

(2) Disposal of profit

The gross profit earned during the AY 2017 is a result of AIU's efforts to secure a sufficient number of students, reduce various expenses, and other initiatives to optimize

its operation. Accordingly, AIU will take the portion of the gross profit that pertains to the professional graduate school and put it into the reserve fund pursuant to Article 40 (1) of the Act for Local Incorporated Administrative Agencies, and put the remaining amount into another reserve fund that will be used to enhance the quality of education and research, improve the university operation, facilities, and equipment as set forth in AIU's medium-term plan, pursuant to Article 40 (3) of the Act. AIU intends to use the fund to further optimize the university's operation.

Part 2. Self-Evaluation

I Measures for Achieving Objectives on Education and Research			
1 Enhancement of the Quality of Education			
Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
(1) Enhancement of International Liberal Arts Education			<p>The annual plan has been achieved.</p> <p>(Significant Achievements) Steady progress has been made on the evaluation of current curriculum and educational methods by the Curriculum Reform Sub-Committee. Additionally, the newly offered courses related to natural sciences and international marketing can be positively evaluated as a step forward in enhancing AIU's international liberal arts education.</p> <p>(Points Requiring Improvement/Plans for Improvement) With the curriculum reform defined in the mid-term plan in mind, concrete discussions and progress is to be expected.</p>
<p>① Review, revise, and verify operations in terms of academic performance such as curriculum and educational methods by newly enlisting the help of overseas universities and other organizations.</p> <p>② Based on the university's philosophy and educational goals, AIU will optimize the sequence of its overall curriculum and offer a more systematic series of academic courses while maintaining the organic connection between basic and advanced education.</p> <p>③ AIU will examine the learning achievement rate of students from various angles by using rubrics, proficiency tests, and other methods in addition to grading the students' in-class performances as part of providing educational guidance to them and utilized the data to improve the quality of the courses and curriculum offered by the university.</p>	<p>① AAEC and other bodies concerned will review and revise the current curriculum and educational methods, based on the results of study/surveys on overseas universities conducted in AY 2015.</p> <p>② AAEC will discuss how to accomplish a more systematic and organic curriculum.</p> <p>③ The use of rubrics, in addition to student in-class performance grading, will be evaluated from the aspect of improving the quality of courses and curriculum. Proficiency tests such as TOEFL[®] TEST and CLA will be conducted to verify the learning achievement rate of students.</p>	<p>○ Based on survey results from a benchmarking visit to liberal arts colleges in the U.S. on January 2016, the Promotion Council for AIU Top Global University Project and Academic Affairs Executive Committee (AAEC) discussed ways to establish systematic curriculums for the improvement of logical/critical thinking ability through enhancement of first-year education programs and writing-ability improvements.</p> <p>○ The Curriculum Reform Sub-Committee, the sub-committee of AAEC organized specifically for the purpose, met 8 times to discuss and devise a concrete framework for the reform.</p> <p>○ We carried out English-ability tests including 7 TOEFL-ITPs[®] (a total 804 examinees), 2 TOEFL-iBTs[®] (a total 71 examinees), 3 TOEICs[®] (a total 145 examinees), and 3 IELTSs[®] (a total 58 examinees). In addition, we conducted CLAs in April and October for freshmen and pre-graduation students and a total of 184 students took the test. Regarding verification of learning achievement, we evaluated the required data-analysis methods.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>④ AIU will review and revise its curriculum in order to offer courses in a more systematic way that allows the students to attain deeper knowledge in their specialized fields, while maintaining flexibility in recognizing academic credits earned by the students during their study abroad, with the goal of making the curriculum on par with the global standard.</p> <p>⑤ AIU will independently recruit new faculty members while cooperating with other universities in Akita Prefecture to expand its general academic foundation courses in science and technology to devise an optimized curriculum for international liberal arts education.</p> <p>⑥ To make a curriculum focused on learning the next-generation global business management as one of its key features, AIU will offer a wider selection of international marketing and finance courses.</p>	<p>④ While maintaining a flexible policy to recognize academic credits earned abroad, the Curriculum Reform Sub-Committee will evaluate the current curriculum of AIU based on the study of overseas liberal arts college cases as reference.</p> <p>⑤ To expand the basic academic foundation courses in science and technology, the Curriculum Sub-committee will discuss specific measurements to enhance courses in the natural sciences.</p> <p>⑥ While providing courses that utilize databases such as Nikkei NEEDS, various course structurings to strengthen practical courses in business studies such as in international marketing and finance will be discussed.</p>	<p>○ On the premise that flexible certification systems regarding credits acquired during the students' study abroad be maintained, we discussed the frameworks of subject-composition reform at the Curriculum Reform Sub-Committee.</p> <p>○ The Curriculum Reform Sub-Committee discussed specific measurements to enhance natural sciences subjects. Additionally, as part of expanding math and science subjects, we invited a lecturer from an overseas university to offer a course entitled "Computer, Mechanism, and Quantum Information."</p> <p>○ New courses, "Marketing Channel Strategy" and "Fidea Global Management Program: Global Management and Leadership," were opened as part of enhancing international marketing and global business management, respectively. Additionally, we offered courses that utilize Nikkei NEEDS database including "Time Series Economics" and "Economics Data Handling" were opened.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>⑦ To equip students with deep insight and knowledge required in the information-based society today, AIU will promote IT-related courses and courses that utilize ICT tools such as flipped teaching using online materials.</p> <p>⑧ AIU will offer Japan studies and East Asia-related courses to provide students with the chance to learn about various issues of Japan and Akita.</p>	<p>⑦ AIU will offer more IT-related courses and other various educational activities using ICT tools such as flipped teaching that utilize online instruction materials and collaborative courses with universities abroad.</p> <p>⑧ AIU will offer Japan studies and East Asia-related courses.</p>	<p>○ AIU opened one flipped-teaching course that used the MOOC infrastructure. Additionally, we offered 2 flipped-teaching courses which used the MOOC contents made by the Japan Studies Program. Moreover, we used COIL (collaborative online international learning) to offer interactive classes with students of Portland State University in the U.S.</p> <p>○ During the spring semester and winter program, AIU offered 3 and 2 new courses, respectively, that are related to studies on Japan and east Asia. Overall, we offered 65 related courses and 1,425 students, including 469 exchange students, took them.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>(2) Enhancement of Education for International Students</p>			<p>The annual plan has been achieved.</p>
<p>① AIU will offer effective Japanese language courses to international students by grouping them depending on the result of their Japanese proficiency test.</p> <p>② AIU will offer Japan studies- and East Asia-related courses and projects to provide students with the opportunity to deepen their understanding of Japan and Akita.</p> <p>③ AIU will encourage its students to participate in various social and volunteer activities and events that take place in communities of Akita and other parts of the Tohoku region to promote their understanding of Japanese culture and tradition.</p>	<p>① A Japanese language test will be conducted for the placement of international students who take Japanese language courses.</p> <p>② Japan Studies and East Asia-related courses will be offered to international students to deepen their understanding of Japan and Akita.</p> <p>③ AIU will promptly provide international students with information on opportunities for intercultural activities, volunteering, and cultural events such as rice planting and harvesting, to promote their participation and interactions with the local community.</p>	<p>○ Exchange students were placed into 12 different classes, ranging from elementary to advanced level, according to their Japanese proficiency levels and provided various courses accordingly.</p> <p>○ AIU offered a total of 65 courses related to Japan- and East-Asia studies, out of which 5 were newly offered this year, and a total of 1,425 students including 469 exchange students took them. During the winter program period, we continued to offer PBL (Project-Based Learning) course in cooperation with Kasetsart University (Thailand) as we did in the previous year. A total of 8 students and faculty members from the university visited Akita as part of the course and participated in various activities including field work within the prefecture.</p> <p>○ AIU notified students with on the traditional events taking place in Akita, which included events like Namahage in Akita-city and HIBURI-KAMAKURA, via the on-campus bulletin board. Additionally, we recruited volunteers to recover damages from the torrential rain that hit Akita on July; a total of 11 students including 5 exchange students participated in a volunteering activity as part of disaster-recovery support in the Yuwa district, Akita City.</p>	<p>(Significant Achievements) Implementation of a new partner program has contributed to the enhancement of Japan Studies courses.</p> <p>(Points Requiring Improvement/Plans for Improvement) NA</p>

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>④ Enhance education programs for international students by measures such as expanding the Japan Studies courses and implementation of partners" programs.</p>	<p>④ Reinforce Japan Studies courses and develop Japan Studies partner program with overseas university.</p>	<p>○ Following AY 2016, we offered partner program to the students of The Australian National University.</p> <p>Title: Japanese Language and Cultural Immersion Program: Advanced Period: January 5th - February 9th (6 weeks) Participants: 10 students</p> <p>We also newly offered a partner program in cooperation with The College of William and Mary.</p> <p>Title: Once Upon a Time in Japan: Traveling Seminar in Japanese History Period: May 29th - June 18th (3 weeks) Participants: 6 students</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
(3) Enhancement of Professional Graduate School Education			The annual plan has been achieved.
<p>① English Language Teaching Practices Deliver practical education focused on teaching practice and recurrent education by offering courses such as "EFL Teaching Methods in Japan" and "EFL Teaching Methods & Materials" to foster English instructors that who teach students into English-capable Japanese.</p> <p>② Japanese Language Teaching Practices Provide practical education with emphasis on courses such as "Teaching Materials and Aids for Japanese Language Teaching" and teaching practice in order to develop Japanese language instructors that possess advanced expertise and practical skills and are capable of making immediate contributions to various Japanese language teaching institutions in Japan and overseas.</p> <p>③ Global Communication Practices Provide practical education focused on developing English communication capabilities in the areas of international journalism and public relations. Specifically, students will engage in course targeted to aquire knowledge of media and communication and practice methods of communication such as interview, negotiation, debate, and interpretation.</p>	<p>① English Language Teaching Practices Deliver practical education focused on teaching practice and recurrent education by offering courses such as "EFL Teaching Methods in Japan" and "EFL Teaching Methods & Materials."</p> <p>② Japanese Language Teaching Practices Continue offering practical education opportunities such as teaching practices both inside and outside Japan while offering in-class courses to equip students with advanced expertise.</p> <p>③ Global Communication Practices Offer practical education that allow students to engage in course targeted to aquire knowledge of media and communication and practice methods of communication such as interview, negotiation, debate, and interpretation.</p>	<p>○ AIU offered "EFL Teaching Methods and Materials" and "EFL Teaching Methods in Japan" in spring and fall semesters, repectively. Additionally, a total of 15 students participated in teaching practices. Course schedule was arranged with consideration in terms of recurrent education, e.g. offering Saturday classes so working teachers can participate.</p> <p>○ AIU continued to offer practical courses such as "Teaching Materials and Aids for Japanese Language Teaching," while mandating teaching practice courses to be taken for over 3 semesters. As part of this teaching practice, students engaged in a 2-week overseas workshop where 5 students participated in an internship in Taiwan.</p> <p>○ We continued to offer courses such as "Practical Public Relations", "Organizational Communication", "Interpreting (English/Japanese)I/II," and "Methods and Techniques of News Coverage and Interviews" to provide students with the opportunities to aquire the practical skills. Moreover, a new course entitled "International News and Feature Writing" was offered this year. A total of 3 students participated in an intership at private companies and public interest incorporated foundations as</p>	<p>(Significant Achievements) In all fields of the graduate school, we offered practical workshop-oriented education based on the key idea "bridge between theory and practice."</p> <p>(Points Requiring Improvement/Plans for Improvement) NA</p>

I Measures for Achieving Objectives on Education and Research

2 Recruitment of a Diverse Student Body

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
(1) Student Recruiting			<p>The annual plan has been mostly achieved, although the number of enrollees from Akita prefecture did not reach the numerical target.</p> <p>(Significant Achievements) In spite of the nationwide decrease of high school students, the competition rate in the general entrance examination was kept high and largely exceeded the numerical target. Furthermore a total of 24 enrollees from Akita, which is a 20-percent year-on-year increase, was secured. This increase was due to our efforts including active advertisement on Global Seminar entrance examination at high schools in Akita prefecture, expansion of individual guidance by the admission officer, and other strategies. We propagated information continuously via SNS as our general efforts to secure students. As a result, favorable responses towards AIU including Facebook and YouTube's "Like" and channel registration have been steadily increasing. Positive advertising</p>
<p>① Enlargement of Admission Quota Increase admission quota of undergraduate students from 175 to 200.</p>	<p>① Enlargement of Admission Quota Review essential conditions for achieving the mid-term plan such as curriculum structure, admission system, size of faculty and staff, and facility requirements.</p>	<p>○ Entrance Examination Committee discussed the requirements of admission system reform in view of quota expansion. Additionally, we investigated the required number of courses to be offered and teachers to the required number of teachers to manage them. Specific contents and ordering methods for the refurbishment of student apartments and dormitory were also considered.</p>	

				<p>results can be confirmed from a viewpoint of awareness/brand-image improvement.</p> <p>(Points Requiring Improvement/Plans for Improvement)</p> <p>To secure more enrollees from Akita prefecture, we will continue to make efforts including high-school visits and admission-officer strategies. In addition, we will enhance advertisement regarding AIU and AIU's entrance examination system via opportunities including campus tour and future-course guidance for high-school teachers.</p>
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Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>② Implementation of Strategic Advertisement</p> <p>a. Clearly communicate the university's unique features such as its curriculum and types of students being sought to prospective students in order to secure a pool of independent-minded students with abundance of intellectual curiosity and avoid mismatched students.</p>	<p>②</p> <p>a. a) Hold 2 open campus events, 4 campus tours, and 6 university information sessions in 6 different cities in Japan to convey clear message on the university's unique features such as its curriculum and types of students that AIU seeks. Actively engage in PR activities such as updating and improving the contents of the university website and pamphlets, utilization of advertisements, and seeking media publicity through TV, newspaper, and magazines.</p>	<p>○ 【Open Campus】 We held open campus events in July and September; a total of 2,137 students (2,569 students in AY 2016) participated. Event days: July 16th/September 17th Participants: 1,072 and 1,065 students, respectively</p> <p>【Campus Tour】 We held 3 campus tours for high school students; a total of 106 students (194 students in AY 2016) participated. Event Days: May 28th, August 20th, November 12th Participants: 29, 47, and 30 students, respectively</p> <p>We also held a campus tour for high-school teachers from Akita prefecture in June. 22 teachers participated.</p> <p>【Advertisement via Printed Media】 We printed a total of 40,000 AIU brochures and handed them out to high school students, other prospective applicants, and visitors.</p> <p>【Media Coverage】 We promoted our latest actions and commitments to the media via press releases. As the result, our university was introduced in the following media: TV (prefecture-level and nationwide broadcast: 11 reports), magazine (12 reports), newspaper (4 reports), and internet-based media (6 reports).</p> <p>【University Website】 We released information on AIU's general background, entrance examination. The number of publications regarding "AIU topics" and "latest information", both of which introduce our latest commitments and activities, was 109 in total including 37 uploads on students' activities, 16 uploads on event information, and 56 uploads on other information.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
	<p>b) AIU will hold a ‘Global Workshop’ (tentative title) where students interested in AIU in and outside of Akita Prefecture have an opportunity to experience AIU’s problem-solving-type courses to help participants understand the attractive features of AIU, which will lead to the recruitment of excellent students.</p>	<p>○ On October 7th and 8th, we held a “global workshop” based on the theme “Why we cannot stop youth to shift out of Akita” and a total of 10 high-school students attended from Akita and other prefectures.</p>	
<p>b. AIU will proactively utilize social networking services (SNSs) such as Facebook in addition to the university website to transmit information that are appealing to high school students, their parents, and other concerned people in a timely and swift manner.</p> <p>c. AIU will offer university information sessions, etc., in which university alumni and current students will also participate, to communicate the university’s appeals to high school students and also take advantage of various services that are offered by private businesses for high school students and other people preparing for university entrance examinations.</p>	<p>b. AIU will effectively and promptly transmit university information through Facebook, YouTube, and the university website. Additionally, PR actions using the advertisement function of Facebook will be taken to attract high school students in Akita.</p> <p>c. •AIU will continue to hold University information sessions in six major cities in Japan with the participation of alumni and current students. Additionally, AIU will utilize various events organized by external entities such as campus experience program and university guidance to communicate the university’s features to high school students and other possible examinees preparing for university entrance examination.</p>	<p>○ 【Facebook】 In conjunction with AIU’s web site, we uploaded articles on Facebook. In addition, between September and October, we made Facebook advertisements to target advertisements with high-school students and their parents in Akita and other prefectures. As a results, AIU’s official Facebook page received 2,616 “Like!” (232% of the previous year). 【YouTube】 We newly created a total of 7 advertisement movies and released them on AIU’s official YouTube channel. We notified the release of new movies to existing channel registrants and on AIU’s web site and Facebook page. Through these approaches, a total of 326 users newly registered to AIU’s channel (net increase, 144% of the previous year).</p> <p>○ 【University information session】 We held university information sessions in 6 cities around Japan; a total of 699 persons (655 persons in 2016) participated. June 2 in Sapporo (37 participants), June 3 in Sendai (27 participants), June 17 in Fukuoka (79 participants), June 18 in Osaka (178 participants), July 1 in Nagoya (127 participants), and July 2 in Tokyo (251 participants) 【Various events held by private organizations】 We participated in a total of 27 events held in Akita and other prefectures and offered information to a total of 861 high-school students and parents.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>③ Entrance examination reform</p> <p>a. AIU will continue to offer general entrance examinations and various types of special selection examinations on an independent schedule that is separate from that of other national and public universities. AIU will also reform its entrance examination to evaluate applicants based on more diverse criteria in line with the entrance examination system reform being planned by the government, so as to recruit students from various segments of the population that are highly motivated to learn and have awareness of</p> <p>b. AIU will adopt a simpler and more convenient procedure for prospective students to submit their applications for admission including web-based submission of applications in order to increase the number of students applying to the university.</p> <p>④ Increase in the number of incoming students that are residents of Akita Prefecture</p> <p>a. AIU will continue to offer the global seminar entrance examination specifically for high school students that are Akita Prefecture residents. AIU will also set up a regional quota for applicants that are residents of the prefecture as part of the entrance examination reform in order to promote the admission of motivated high school students from within the prefecture.</p>	<p>③ AIU will continue to offer general entrance examinations on an independent schedule that is separate from that of other national and public universities, and various types of special selection examinations. The entrance examination committee will continue its deliberation on entrance examination reform by verifying and analyzing data on past entrance examinations.</p> <p>④ Increase in the number of incoming students that are residents of Akita Prefecture</p> <p>a. AIU will continue to offer the global seminar entrance examination. A working group consisting of faculty and staff will plan and implement measures such as mock class and information sessions to increase the number of incoming students from Akita. Entrance examination committee will continue to study the feasibility to set up a regional quota for Akita applicants.</p>	<p>○ To secure more “ideal students,” we investigated the entrance-examination reform and other approaches, including changes in entrance-examination subjects and selection system and others, along with quota expansion plans in an in-school committee for entrance examination and a working group within the Administration Office</p> <p>○ After the Global Seminar entrance examination, 51 students submitted applications (47 students in 2016) and 20 enrollees from Akita prefecture were secured (16 enrollees in 2016). We discussed initiatives to increase the number of enrollees from Akita prefecture in a working group, which had been newly established this year. In addition, Admission Officer-initiated securing and recruitment of high-school students resulted in 1 successful applicant in the global seminar entrance examination. The Entrance Examination Committee continues to study whether to establish a special enrollee lot for students from Akita prefecture.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>b. AIU will offer various seminars, on-site classes, university tours, etc. that will serve as opportunities where high school students from their freshman year become more familiar with the university in order to help them attain better understanding of the university so as to drive up the total number of applicants.</p> <p>c. AIU will implement initiatives to develop more pathways from various high schools to the university, such as the expansion of global seminar participants, delivery of on-site classes, and provision of support to special programs that are run by super global high schools in order to allow a greater number of prospective students to experience what it is like to study at AIU and also entice more excellent candidates to apply to the university.</p>	<p>b. AIU will hold various seminars for high school students, including first-year students, on-site classes, and university tours. AIU will also participate in similar events organized by external entities.</p> <p>c. AIU will implement initiatives to develop more pathways from high schools to the university such as a global seminar and on-site classes and provide support to special programs run by super global high schools.</p>	<p>○ AIU offered trial lessons, opportunities to interact with exchange students, and campus tours to a total 252 first-year high school students from 8 high-schools in Akita prefecture. In addition, the Consortium of Universities in Akita hosted collaboration lessons between high schools and universities. To these lessons, we dispatched 9 AIU faculty members, and they offered 4 lessons in the first-half period and 5 lessons in the second-half period). A total of 51 first-year high school students participated.</p> <hr/> <p>○ We offered the Global Seminar for high-school students from Akita prefecture; 124 students participated in the first seminar and 101 students participated in the second seminar. In addition, AIU faculty members offered 11 delivery lectures at high schools in Akita prefecture.</p> <p>To support Akita Minami High School, which was nominated as a Super Global High School (SGH), AIU offered the following assistance: 1) AIU faculty members offered specialized lectures and research-study collaboration in June. 2) AIU accepted students to participate in AIU's English-training program (English Village) in November. Based on a collaboration agreement with Goshono High School, AIU faculty members and students participated in Goshono High School's English lessons on a continuous basis, and the AIU team offered guidance on grammar, daily conversation, discussion, and other activities for a total of 4 occasions.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>d. AIU will roll out new PR campaigns such as campus tours for high school teachers in addition to continuously visiting various high schools in Akita Prefecture with the aim to improve their understanding of the university's educational environment so that they can use the information during academic counseling of their students.</p> <p>e. AIU will implement new student recruiting measures in order to increase the number of prospective students that will be applying to the university through recommendation-based entrance examination and other types of special selection examinations.</p>	<p>d. AIU will roll out new PR campaigns such as campus tours for high school teachers in addition to visiting high schools once or twice a year from which AIU has received applications to provide information on entrance examination and to gather information on students.</p> <p>e. Utilizing opportunities such as academic counseling, global seminar, and high school visits, AIU will explain to high school students and teachers its special selection examination such as recommendation-based entrance examination to increase the number of applicants. Also, by newly placing an 'Admission Officer' who is in charge of student recruiting activities in cooperation with high schools in Akita, AIU will strengthen its efforts in increasing the number of incoming Akita students.</p>	<p>○ Same as the previous year, we visited all high schools in Akita prefecture in April, and re-visited high-schools, students of which had participated in the Global Seminar and had taken our special selection examination including the Global Seminar entrance examination between autumn and winter. Regarding high-level high schools in Akita prefecture, we visited them more than twice. In addition, we held an explanatory meeting for high-school teachers in Akita prefecture (22 participants).</p> <p>○ For participants of the Global Seminar, we held entrance examination seminars, which covered AIU's entrance examination system other than the global seminar entrance examination. AIU has students who are from Akita prefecture and enrolled in AIU through a non-Global Sseminar entrance examination system. We held a meeting, in which such students presented their experiences, and a ceremonial dinner, which offered the seminar participants to have an opportunity to communicate with these students. We also held an explanatory meeting for high-school teachers in Akita prefecture (22 participants). Admission Officer-initiated securing and recruitment activity of high-school students, which was newly introduced this year, resulted in 1 successful applicant in the Global Seminar entrance examination.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>f. AIU will offer more scholarship funds and other forms of financial support to the newly enrolling students that are from Akita Prefecture.</p> <p>⑤ Admission of working adults and other types of non-traditional students AIU will actively disseminate information on the availability of the non-degree-seeking student and auditor programs to people that are visiting the campus to use university facilities, attend lectures, etc.</p> <p>☆ Quantitative goal(s)</p> <ul style="list-style-type: none"> • Applicant-to-admission ratio in general entrance exam: at least 5:1 • Number of students admitted from within the prefecture: at least 20% of the incoming undergraduate students 	<p>f. AIU will continue to offer Akita students an enrollment fee reduction and the Wakasugi Scholarship.</p> <p>⑤</p> <p>a. AIU will continue to accept company employees and actively disseminate information regarding non-degree-seeking student and auditor programs by widely distributing university pamphlets among university facility users and event participants.</p> <p>b. AIU will actively disseminate information regarding non-degree-seeking student and auditor programs through the university homepage.</p> <p>☆ Quantitative goal(s)</p> <ul style="list-style-type: none"> • Applicant-to-admission ratio in general entrance exam: at least 5:1 • Number of students admitted from within the prefecture: at least 20% of incoming undergraduate students 	<p>○ Regarding the entrance fee, we continued to offer preferential treatment for enrollees from Akita prefecture. In addition, as for the "Young-Ceder Scholarship" we provided 5,566,950 yen to 75 students in the spring term and 5,366,700 yen to 70 students in the autumn term.</p> <p>○ When companies' personnel management officers, who were in charge of recruiting our students visited AIU, we explained our student-dispatching system to these officers in cooperation with Career Development Center.</p> <p>○ Same as the previous year, we recruited Non-Degree Student and Auditor through our web page and other medium. As a result, a total of 9 students registered with the course over a year.</p> <p>☆ Achievement(s)</p> <ul style="list-style-type: none"> • The ratio of successful applicants to total applicants in the general entrance examination: 12-fold • The number of enrollees from Akita prefecture: 13% of undergraduate enrollee quota (24 enrollees) (enrolled in April 2018) 	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
(2) International Student Recruiting			The annual plan has been achieved.
<p>① Improvement of AIU's international recognition</p> <p>a. AIU will make improvements on its English website and advertisement contents.</p> <p>b. AIU will actively conduct advertising activities at various international conferences, international student fairs, etc. that are attended by university instructors and staffs from around the world.</p>	<p>①</p> <p>a. • AIU will improve its English homepage and other PR materials to lucidly explain characteristics and appealing points of AIU, especially to overseas students hoping to participate in exchange programs, short-term programs, and those seeking to be admitted as regular degree-seeking students.</p> <p>b. a) • AIU faculty and staff will participate in international conventions such as NAFSA in which many experts and officials responsible for international exchange programs participate to actively introduce AIU by opening its booth on the convention site, where partnerships with other schools will be further expanded and deepened.</p> <p>b) • AIU will disseminate the information regarding its international activities to visitors and international students on campus by posting information regarding AIU's partner schools and student exchange with them.</p>	<p>○ To widely propagate AIU's information to overseas as well as to affiliated universities, we newly established an official Facebook page specialized for Exchange Program. Other than that, we uploaded articles titled "Student's Voice" for more than 35 times through Facebook to inform AIU's strong points from viewpoints of non-Japanese exchange students. We newly printed leaflets on Exchange Program and Partners Programs and distributed them to related universities.</p> <p>For students who are considering to enroll in AIU as official students, we enhanced our public relations by adding and renewing introductory contents on AIU's official courses on our English-version web site.</p> <p>○ We set up exhibition booths in 3 international meetings (U.S., Europe, and Asia), where we exchanged information and discussed program operation with interested parties from more than 130 affiliated/non-affiliated universities in total to establish and strengthen cooperative relationships. In addition, we distributed our brochures for exchange students and pamphlets on Akita prefecture at our booth counter to actively propagate information on AIU's commitments and Akita prefecture.</p> <p>○ We ran promotional videos, which were provided by affiliated universities, on a display placed in front of the International Center to introduce study-abroad destinations. We added pictures of newly affiliated universities on picture panels, which introduce our affiliated universities and displayed beside the lecture hall. Other than that, we released information on each affiliated universities' characteristics and AIU's international exchange activities for domestic and international visitors.</p>	<p>(Significant Achievements)</p> <p>We participated in international meetings including NAFSA for active public relations and information exchange. In addition, as part of SGU Project, we dispatched AIU's faculty members to our affiliated universities in Europe and Asia to promote university-to-university collaboration. As a result, we could newly conclude agreements with 5 overseas universities. In addition, we newly established an official Facebook page specialized for students who see AIU as a candidate for their study abroad. On the page, we uploaded wide information on AIU's characteristics and strong points.</p> <p>(Points Requiring Improvement/Plans for Improvement)</p> <p>NA</p>

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>② Strengthening of the relationships with the existing partner schools, strategic expansion of the partner school roster</p> <p>a. AIU will try to improve upon its multicultural symbiotic campus concept by building a global network of partner schools that represent various countries and regions and also actively accept short-term international students through the Summer Program, partners program, etc.</p>	<p>② Strengthening of the relationships with the existing partner schools, strategic expansion of the partner school roster</p> <p>a. a) • AIU will continuously and closely keep information exchange and strengthen its relationships with partner schools through such activities as participation in international exchange events, visits to partner schools and receiving visitors from them.</p> <p>b) • AIU will continue to actively accept international students through exchange student admission twice per year and by continuing short-term programs such as Summer Program and Partners Program.</p>	<p>○ AIU staff members participated in 3 international meetings and had sessions with interested parties from affiliated universities at our booth, and also attended communication events, which were held during that period, to meet many interested parties. Through such activities, we strengthened our relationships with such interested parties. In addition, AIU staff members visited 6 affiliated universities and accepted visitors from 13 affiliated universities. On such occasions, we exchanged information on student exchange programs and each university's PR information through meeting and campus tour. In addition, university-PR presentations were made in front of students.</p> <p>○ In Spring Semester and Fall Semester, we accepted a total of 363 short term exchange students. As Short Program, we accepted 67 exchange students.</p> <p>【Regular semester】 Spring Semster: 173 students (102 students newly enrolled in AIU, 71 students continued to study at AIU from the autumn semester in 2016.) Fall Semester: 190 students (180 students newly enrolled in AIU, 10 students continued to study at AIU from the spring semester in 2016.)</p> <p>【Short-term program】 • Summer Program: 36 students (from 10 universities in 6 countries/regions) (June - July, 6 wks) • Winter Program: 15 students (Tamkang University in Taiwan) (January, 2 wks) • Partners program: 16 students (Japanese Language and Cultural Immersion Program: Advanced 10 students, Once Upon a Time in Japan: Traveling Seminar in Japanese History 6 students)</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>b. AIU will try to expand the roster of partner schools by adding around five new schools each year, which must be high-profile overseas universities in terms of the quality of education and research that they offer, with a view toward exchanging not only students but also faculty and staff members with them.</p>	<p>c) • AIU will strengthen its cooperation with partner schools through student, faculty and staff exchanges under the framework of the Top Global University Project.</p> <p>a) • AIU will seek opportunities to establish new partnerships with universities that have a strong interest in Japanese language, Japan Studies or liberal arts by accepting as many short-term international students as possible from non-partner universities during the Spring or Autumn semesters or short-term programs.</p> <p>b) • AIU will try to conclude new partnership agreements with five or more schools by active contact and exchange with candidate partner schools in international exchange events. Candidate schools are selected from all over the world, judging whether they match with AIU learning goals and student learning needs, based on the analysis of their university information.</p>	<p>○ In our commitment SGU project, we dispatched 4 AIU faculty members to affiliated universities to collect information to revise AIU's curriculums and to have discussion for the promotion of AIU's study-abroad business. In addition, we cooperated with affiliated universities to offer partners program, strengthening our collaboration.</p> <p>【SGU project】</p> <ul style="list-style-type: none"> • Partners program of The Australian National University: 10 participants (January - February, 6 wks) • Partners program of The College of William and Mary: 6 participants (May - June, 3 wks) • Staff-exchange training with University of Nicosia : Accepted 1 staff member (August, 1 wk) <p>○ In the autumn semester, when we recruited exchange students, we received inquiries from non-affiliated universities in Hungary, Brazil, and Mexico. Of these universities, we accepted 1 Mexican student, who applied enrollment, under non-affiliated university lot. We were able to exchange information with universities from these countries/regions, where we have a few or none affiliated universities.</p> <p>○ We actively had discussions with affiliated-university candidates at international meetings, narrowed down university candidates which met AIU's educational goals and students learning needs, and negotiated with these universities. As a result, we newly concluded with agreements with 5 universities (4 in Europe and 1 in the U.S). Two of these universities are those in Croatia and Estonia. We had affiliated universities for the first time from such countries and regions.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>③ AIU will improve the quality of education it offers including that of Japan Studies and provide support in the form of scholarship funds for international students attending AIU, etc. in order to improve the level of satisfaction of international students and also develop an optimal environment for accepting international students.</p>	<p>③</p> <p>a. • AIU will improve the quality of courses in Japan Studies and East Asia related courses.</p> <p>b. a) • AIU will continue its scholarship for international students. Also, AIU will make efforts to ensure the scholarship quota from Akita Prefecture and JASSO.</p> <p>b) • By prioritizing the allocation of scholarships to strategically important partner schools, AIU will promote acceptance of their students and strengthen the tie with them.</p>	<p>○ Regarding the overall enrollment of Japan Studies and East Asia related courses in 2017, we offered a total of 65 subjects including the existing subjects and a total of 1,425 students (including 469 exchange students) took these subjects. We offered 5 of these subjects from 2017 and also engaged in subject enhancement.</p> <p>○ For exchange students, we provided both AIU-original scholarship and scholarship from Akita prefecture. 【Provision track record】</p> <ul style="list-style-type: none"> • AIU Scholarship for International Students: Spring Semester 2 students, 480,000 yen Fall Semester 8 students, 1,920,000 yen • 2017 Akita prefecture grant for International students (Akita prefecture): 7 students, 735,000 yen <p>○ We reviewed student-exchange track records in the last 3 years, selected 26 universities, which were specifically considered to be necessary to strengthen the relationships because communication with such universities is stagnated or suspended. Therefore, we recruited exchange students from such universities in a focused manner. As a result, we succeeded in accepting exchange students from 11 universities. We had not accepted any students from 4 universities of these 11 universities for more than 3 years. We accepted students for the first time after the collaboration-agreement conclusion from 2 universities. In addition, 1 school other than the 2 universities, we dispatched our student again thanks to this student acceptance. Scholarship provision encouraged student dispatch to our affiliated universities, resulting in improved university-to-university relationships, correction in student-exchange imbalance, and activated communication.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>④ AIU will aim to recruit a sufficient number of international students through international student selection examinations, etc.</p> <p>☆ Quantitative goal(s) • Number of overseas partner schools: 200 universities (targeted academic year: by 2021)</p>	<p>④ AIU will continue its entrance examination for international students (April/September admissions) for those applying from abroad.</p> <p>☆ Quantitative goal(s) • Number of overseas partner schools: 190 universities</p>	<p>○ Same as the previous year, we held entrance examinations for April-enrolling international students and for September-enrolling international students respectively.</p> <p>【Track record】</p> <ul style="list-style-type: none"> • International students entrance examination I (enrollment in April) 19 applicants, 1 successful applicant, 1 enrollee • International students entrance examination II (enrollment in September) 17 applicants, 5 successful applicants <p>☆ Achievement(s) Overseas partner universities: 190 universities (as of the end of AY 2017)</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>(3) Graduate Student Recruiting</p>			<p>The annual plan has been achieved.</p>
<p>① AIU will conduct advertising campaigns through various types of media such as the university website, TV, newspapers, magazines.</p> <p>② AIU will actively hold new events such as graduate school information sessions and individual counseling sessions in Tokyo and its surrounding areas in order to recruit a sufficient number of out-of-prefecture graduate school students.</p> <p>③ AIU will offer matriculation fee waiver, Saturday courses, and the long-term registration program to English instructors working in Akita Prefecture in order to recruit a sufficient number of students that are working adults.</p> <p>④ AIU will conduct various advertising and recruiting activities such as internal information sessions in order to entice excellent students from its own undergraduate program to enroll at the graduate school.</p>	<p>① AIU will conduct active publicity activities toward various media such as TV, newspapers, and magazines while disseminating information through the university homepage, graduate school pamphlet, Facebook, and advertisement.</p> <p>② Faculty and staff will hold graduate school information sessions and individual counseling sessions in the Tokyo metropolitan area.</p> <p>③ AIU will offer a matriculation fee waiver to English instructors working in Akita Prefecture and Saturday courses and the long-term registration program considering working adults.</p> <p>④ AIU will conduct internal information sessions for its undergraduate students about its graduate school.</p>	<p>○ Regarding graduate-school brochures (3,500 copies), same as the previous year, we created and printed in both English and Japanese. These brochures were not only given to campus visitors or partners institutions, but also delivered to other universities which have similar undergraduate courses to AIU graduate school. In addition, we newly created 3 PR movies regarding AIU graduate school.</p> <p>○ We held explanatory meetings on AIU graduate school along with explanatory meetings on the department in 6 cities nationwide. Of these meetings, we had 7 participants at a meeting in Tokyo. Other than that, we held a total of 2 explanatory meetings at other universities, students of which had enrolled in AIU graduate school.</p> <p>○ Same as the previous year, for English teachers from Akita prefecture, we offered an entrance-fee exemption system as well as offered Saturday classes and a long-term completion system. 【Utilization track record】</p> <ul style="list-style-type: none"> • Entrance-fee exemption system for English teachers from Akita prefecture: 1 teacher • Long-term completion system: 2 teachers <p>○ We held an explanatory meeting regarding our graduate school at Open Campus. In addition, we held 2 in-school explanatory meetings for Global Communication Practies.</p>	<p>(Significant Achievements) We engaged more actively in the promotion of the graduate school, including the visits of instructors to other universities, which brought a positive result in the number of new graduate students (15 in Spring 2018, compared to 5 in Spring 2017). (Points Requiring Improvement/Plans for Improvement) We will continue active promotion in order to achieve the numerical goal for the number of new students, by creating new PR posters, etc.</p>

I Measures for Achieving Objectives on Education and Research			
3 Student Support			
Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
(1) Learning Support			<p>The annual plan has been achieved.</p> <p>(Significant Achievements) We newly offered pre-enrollment education for high-school students who passed Global Seminar entrance examination. As a result, they improved pre-enrollment TOEFL scores. In such a way, we strengthened our support during the pre-enrollment stage. In addition, we introduced a Discovery Service at our library as part of learning support for students, resulting in improved accessibility in referring to the library's books and materials.</p> <p>(Points Requiring Improvement/Plans for Improvement) Regarding activities of Theme House, we are studying further commitment to achieve a numerical goal set at SGU Project. Improvements are expected.</p>
<p>① AIU will expand its collection of books and other materials in the library, maintain the 24/7 operation of the library, and enhance the convenience of using the library by upgrading the library software, etc. in order to improve search functionality.</p>	<p>① AIU will equip the library with books and reference materials including database closely related to the education and research. To meet the needs of specialized research work, AIU will further improve its education services by holding workshops on the use of reference materials and digital resources.</p>	<p>○ We newly introduced 1,817 books and materials this year; the library holding reached approximately 81,000. We offer approximately 310,000 titles of E-books, and 2,024 titles of E-journals. To support specialized research-study activities, we held a total of 31 guidances and workshops on library usage in concert with course works and e-resource utilization (16 in the spring semester, 15 in the autumn semester) and we had 636 participants. In addition, we introduced the discovery service "Summon" of ProQuest Ltd., an academic information retrieval tool. The introduction enables a one-time search of electronic resources including E-books and E-journals, which we store or subscribe as well as academically valuable electronic information, which is released for free on the internet. Such one-time search significantly shortened search times and troubles to search and acquire academic information. To have students feel more familiar to the library, we held "student-selected book tour," in which students select books at book stores that they want to introduce in the library .</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>② AIU will provide self-directed learning support by offering self-learning materials in various languages, etc. at the Language Development and Intercultural Studies Center (LDIC).</p> <p>③ AIU will offer guidance on how to write papers effectively in English to improve the students' English skills and also provide individual learning support in mathematics, statistics, and other subjects at the Academic Achievement Center (AAC).</p> <p>④ AIU will provide support to the students that intend to enroll in the graduate program at the Academic Career Support Center (ACSC).</p>	<p>② AIU will provide self-learning environments for various languages at LDIC by enriching foreign language learning materials in English and other languages. AIU will support students to acquire higher English competency by providing opportunities to take English proficiency tests such as TOEFL[®] TEST.</p> <p>③ AIU will support students to acquire higher English competency by providing English essay/report writing tutorials by graduate student TA and undergraduate student peer tutors at AAC. Individual learning support will also be provided on such courses as mathematics and statistics. The effect of the use of AAC services will be widely disseminated to students and faculty so that the use of AAC will be promoted.</p> <p>④ Academic Career Support Center will support students considering to study further at graduate schools by providing information of graduate schools in Japan and abroad including the AIU graduate school itself.</p>	<p>○ We bought approximately 100 software applications, books, textbooks, instruction books for aptitude tests regarding 41 languages including English to expand our materials. In addition, we conducted Foreign Language Conversation Partner Program, in which a total of 1,553 sessions were offered. We also held the following English aptitude tests: 7 TOEFL-ITPs[®] (a total of 804 examinees), 2 TOEFL-iBTs[®] (71 examinees), 3 TOEICs[®] (145 examinees), 3 IELTSs[®] (58 examinees).</p> <p>○ We utilized a total of 46 teaching assistants (TAs) and peer tutors (PAs) to offer individual learning supports including 1,126 guidances on English paper, 201 on mathematics, and 134 on statistics and a total of 1,836 students utilized the TA & PA systems. At the beginning of each semester, we held opportunities to introduce and explain Academic Achievement Center's (AAC's) commitments during a class and promoted its utilization.</p> <p>○ In addition to regular individual counseling regarding plans to continue education into graduate school, we offered round-table talks, in which students can have counseling in a relaxed manner. Like this, we worked out to make these opportunities easier for first-year students to participate. We also held guest speaker-presented High-level Professionals Special Lecture Series, a meeting, in which AIU graduates who continued their study in AIU graduate school presented their experiences, and AIU faculty-led counseling sessions on plans to continue education into graduate school for a total of 11 occasions. Furthermore, we held an explanatory meeting for students who wish to continue their studies in collaboration with the graduate school of the University of Oxford and Campus France.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>⑤ AIU will offer pre-matriculation education to the high school students that have been admitted to the university through the special selection examinations.</p> <p>⑥ AIU will newly introduce theme-based housing complexes*17 on campus and support students' self-learning in order to allow them to have additional educational opportunities in their living space and also to promote 24-hours-a-day liberal arts education*16.</p>	<p>⑤ AIU will offer a pre-matriculation education 'Start Now Seminar' in February to high school students that have been admitted to the university through the special selection examinations.</p> <p>⑥ AIU will decide appropriate themes students can actively study, and improve the contents of the study by verifying the situation and outcomes of activities of themed- houses each semester. Sufficient information will be provided to ensure the number of themed-house residents. From this academic year, themed-house activity will be introduced to the student dormitory.</p>	<p>○ We offered pre-matriculation education 'Start Now Seminar' for successful applicants of special selection examinations to strengthen abilities to utilize academic English, which are required in AIU's curriculums and to enhance their intellectual pursuits in wide range of academic fields. Of 68 applicants, 65 participated in Start Now Seminar. We offered pre-enrollment education centering on English-learning methods 5 times for high-school students from Akita prefecture who had succeeded in Global Seminar entrance examination and once for high-school students from Akita prefecture who had succeeded in special selection entrance examination.</p> <p>○ We reviewed operational conditions of Theme Houses at an activity presentation workshop, which was held at the end of school year, and tried to enhance learning contents in collaboration with faculty members in charge and resident students. To be specific, especially remarkable results include Yoga classes, and nutrition cooking workshops by TANITA restaurant, which were organized by the Fitness House, and introduction of graduate-student tutors at the Nihongo House. We also actively provided information for the coming spring semester, and secured 64 would-be residents (including exchange students). Regarding learning at Komachi Hall, the faculty in charge presented 'Residential Seminar in Komachi Hall: Global Conflicts' during the spring semester.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
(2) Student Life Support			The annual plan has been achieved.
<p>① Improvement of student life support</p> <p>a. AIU will have its internal departments coordinate and cooperate with each other to promptly and properly address any student issues pertaining to their mental and physical health, needs for special learning and living support, etc.</p>	<p>①</p> <p>a. a) • Close communication between faculty and staff will be ensured to promptly and properly address any student issues about their mental and physical health. AIU will continue to support students such as through counseling at the Health and Medical Care Room and Counselor’s room, health education, psychology education, medical examinations, and influenza vaccination, etc.</p> <p>b) • AIU will strive to prevent and eradicate any form of harassment by disseminating ‘Guideline for Harassment Prevention’ and by providing harassment counseling.</p>	<p>○ We held weekly meetings to exchange information between Student Affairs staff members, nurses, and counselors for prompt and careful attention to individual cases. We also explained AIU faculty about trends of students who took a leave of absence and who quit AIU as well as students’ current conditions. Through the explanation, we promoted faculty’s understanding of the necessity for multifaced supports and collaboration. For students who need care, we offered multidisciplinary supports when they need care. We also provided first-year students and students who had completed study abroad and returned home with individual counseling at the time of health checkups and influenza vaccination for prevention of serious conditions and care provision on a continuous basis.</p> <p>○ We revised Guideline for the prevention of Harassment to increase students’ and faculty’s awareness. We also offered individual harassment counseling. Other than that, since a student raised a problem regarding in-school discriminatory speech and behaviors between students, the problem was discussed at Student Life Committee. The discussion resulted in a subcommittee-initiated symposium and specific recommendations.</p>	<p>(Significant Achievements)</p> <p>As students’ psychological problems get more complicated, AIU, a small-scale university with approximately 90% of the students live within the campus, utilized its unique environment to actively and promptly reached out students’ troubles and responded individually. Regarding support of extra-curricular activities and students’ activities, we actively collaborated with students and listened to students’ opinions to improve student-activity support. For example, we held Student Life Committee 7 times.</p> <p>(Points Requiring Improvement/Plans for Improvement)</p> <p>Among students suffering from serious financial difficulties, some student’s cases did not meet the requirements of the existing financial support. Even though the number of these unmet needs is small, detailed case analyses are desirable to investigate how to respond to such cases.</p>

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>b. AIU will expand its offering of scholarship programs that are mainly funded by donations, etc. and are unique to the university, while also maintaining its current financial aid programs such as tuition discount/waiver, scholarship loan.</p>	<p>b. a) • AIU will support students with financial difficulties by maintaining tuition discount/waiver, scholarships so that they can continue their study without obstacles.</p> <p>b) • AIU will extend various support to students regarding scholarships by providing scholarship information of external organizations, such as JASSO.</p>	<p>○ We offered tuition-fees reduction and exemption treatment for 51 students in the spring semester and 45 students in the autumn semester. In addition, for students who require special assistance due to family circumstances and other reasons, we interviewed them and supported them to offer some financial support.</p> <p>【Application conditions】 Undergraduate: <ul style="list-style-type: none"> • Spring Semester 59 students (total exemption = 3 students, half exemption = 56 students) • Fall Semester 46 students (total exemption = 2 students, half exemption = 44 students) Graduate student : <ul style="list-style-type: none"> • Spring Semester 3 students (half exemption = 3 students) • Fall Semester 4 students (half exemption =4 students) 【Track record of AIU-original benefit-type scholarship】 Beneficiaries of the 6 systems were a total of 168 individuals and 10 groups; we offered a total of 14,562,359 yen.</p> <p>○ Other than Japan Students Service Organization (JASSO) scholarship, we provided information on scholarship by private companies and affiliates, and gave instructions on how to prepare documents to be submitted. In addition, we got Kanmuri scholarship from a private organization. The scholarship allowed us to provide scholarship to junior and senior university students, who have especially bare support, widening the support range.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>c. AIU will accurately grasp students' needs and improve and enhance its campus environment, access to off-campus locations, and other university infrastructures accordingly in order to provide the students with a multicultural and symbiotic living environment that is also comfortable and safe.</p> <p>d. AIU will accommodate students' request to move into on-campus housing in a flexible manner by allowing them to live in vacant rooms for limited periods, etc. so that the largest number of students can live in on-campus housing.</p> <p>e. In regard to the student satisfaction survey that it has been conducting to better understand the various opinions and needs of the students and also improve the quality of the student life support that it offers, AIU will review, revise, and simplify the questionnaire content with the aim to reduce the amount of burden placed on the students during the survey and also to gauge the level of their satisfaction more effectively. AIU will also increase the number of student life committee meetings, etc. to actively survey students' opinions and reflect them in the university operation.</p>	<p>c. • AIU will improve the campus environment and access to/from outside of university by grasping the needs of students through the student satisfaction survey and exchange of opinions at the Student Life Committee consisting of students, faculty, and staff.</p> <p>d. • AIU will try to minimize the number of vacant rooms by grasping the number of students wishing to live in the dormitory or student apartments and by thorough control of moving in/out. Vacant rooms will be effectively utilized by accepting short-term living and by the use of international students coming on short-term programs.</p> <p>e. a) • More accurate information will be gathered from more students by scrutinizing and simplifying the questionnaire content. The result of the survey will be reflected in university management to increase student satisfaction.</p>	<p>○ We conducted 1 survey to assess students' satisfactory level, and 2 surveys to assess returning exchange students' satisfactory level. Other than that, we held 7 Student Life Committee to recognize students' needs. Regarding accessibility to buses bound for AIU campus, we conducted a survey with the use of individualized questionnaires. In addition, we actively discussed the matter. Through such efforts, we developed specific plans to improve bus traveling routes and schedules.</p> <p>○ In the spring semester, 760 students moved into our student dormitories and housing; in the autumn semester, 762 students did so. The percentage of Degree-Seeking Students who live within AIU campus (except for Degree-Seeking Students studying abroad) to the total Degree-Seeking Students number was 86% in Spring Semester and 88% in Fall Semester. Other than that, a total of 204 students utilized our student dormitories and housing for Short Program; the vacancy rate was 6% as of May, and 5% as of September.</p> <p>○ In past years, response rates were 30 to 40%. Thanks to adjustment of questions and survey methods, especially at the graduate school, response rate reached over 50%. We shared the results from the counted questionnaires within the Administration Office and at University Management Committee (UMC). We utilize the results as reference to improve facilities and cafeteria's menu.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>☆ Quantitative goal(s) • Number of student life committee meetings, etc.: at least 10 meetings per year</p> <p>② Improvement of extracurricular activity a. AIU will offer various types of support to the student government, clubs, and circles, etc. in the form of financial support, advice on the planning and operation of their activities, etc. with the aim to promote the students' self-reliant activities.</p>	<p>b) • AIU will provide appropriate student support and improve its support programs by grasping opinions and requests of students through the Student Life Committee (6 times), Student Dormitory Meeting (2 times), Student Apartment Meeting (2 times), Student Satisfaction Survey, Returning Student Satisfaction Survey, etc.</p> <p>☆ Quantitative goal(s) • Number of student life committee meetings, etc.: at least 10 meetings per year</p> <p>② a. a) • AIU will offer various types of support to students' self-reliant activities such as the student government, clubs, and circles in the form of financial support, and advice on the planning and operation of their activities.</p>	<p>○ We held 7 Student Life Committee, 2 Student Hall Committee, and 3 Student Apartments Committee. Other than that, we conducted 1 survey to assess students' satisfactory level, and 2 surveys to assess returning exchange students' satisfactory level to recognize students' opinions and requests. Based on these opinions and requests, the following approaches were actually taken: setting of standards for athletic clubs and circles to participate in competitions; Student Government-led trial operation of a bus shuttling between Akita station and AIU campus and survey on needs for such services; establishment of a subcommittee to address discriminatory speech and behaviors between students; clarification of rule application against nuisances and violations.</p> <p>☆ Achievement(s) Held Student Life Committee and other activities: 12 times (Student Life Committee = 7, Student Hall Committee = 2, Student Apartment Committee = 3)</p> <p>○ To respond to students' requests, we joined Association of University Physical Education and Sports in Tohoku Area. (The membership fee of 152,140 yen was allocated from student activity expenses.) In addition, we organized our budget and settled amount, and gave instructions and assistance to the cash management of committees under the students union, clubs, and circles regarding preparation of materials and vouchers.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
	<p>b) • AIU will encourage activities contributing to the university and local communities and will support such activities regarding finance and by facilitating their connection with external bodies concerned.</p>	<p>○ Among student-led activities, the following activities were categorized as activities which greatly contribute to AIU and local communities: KANTO-Festival (August), student-yearbook preparation, graduation party, university festival (October), Event organized by Residence Assistant, events hosted by the student union. To these activities, AIU, the parents' association, the alumni association, AIU Supporters Club, and the student union collaborated to give financial supports as well as to give advices and supports regarding PR activities and collaboration with related organizations and other groups. For the meeting of Student Round Table(SRT) in Mongol (between July 31 and August 6), "FROMPROJECT AKITA" (PBL type educational activities: between May 27 and July 23 and between October 15 and January 7), which was hosted by Akita Youth Activation Committee, and which targets high-school students within Akita prefecture, we supported their collaboration with relevant organizations. In addition, within campus, we publicly offered grants for activities in which students collaborates with local communities, and provided a total of 5 organizations with funding supports for their activities including travel costs.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>b. In order to improve the local community service and international exchange activities that its students are engaged in, AIU will widely share with the students the requests, etc. being made by the local communities in regard to these activities and also provide financial support to the students that are attending international conferences, etc.</p>	<p>b. a) • AIU will promote students' community contribution activities by actively providing information regarding English language learning activities and cultural exchange activities of kindergarten, primary, and secondary school students as well as cultural events and voluntary activities in local communities in cooperation with educational institutions in Akita Prefecture.</p> <p>b) • AIU will continue to offer financial support through its Ambassador Scholarship to encourage students to participate in international conference and events.</p>	<p>○ Regarding international exchange businesses and English activities at elementary, middle, high schools, which are implemented by municipalities in Akita prefecture, we held 2 explanatory meetings in April and August with first-year students including exchange students to provide information. Through a matching business by Student Community Activity Promotion Council of Akita Local Development Bureau, we offered students with information on workshops to experience green tourism, which are hosted by local organizations as well as traditional events. Our track record in students' exchange activities at local levels reached a total of 1,306 students (including 1,037 exchange students). Activities of an AIU's student group were adopted as university students' exchange business by The Japan Foundation. Regarding the activities (in September at Yanbian University : China Jilin Yanbian Korean Autonomous Prefecture), we introduced related municipalities in Akita prefecture, various organizations and others to the AIU's student group. And we gave various advices to the AIU's student group regarding their events.</p> <p>○ To a total of 12 persons including 5 individuals and 2 groups, which participated in international meetings and training, we offered Ambassador Scholarship of 368,709 yen in total.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
(3) Career Support			The annual plan has been achieved.
<p>① To allow the students to enhance their essential skills for becoming effective working adults and also their occupation selection ability, AIU will offer a career design course as one of the core courses that the students must take in the Basic Education curriculum. The university will also encourage students to do internships.</p> <p>② AIU will offer proper advice to students in individual counseling sessions so that they will gain a good understanding of what it means to become working adults, the roles and functions of various organizations, and the roles, etc. that are played by the individuals in those organizations. The university will also hold lecture series, etc. by outside instructors and working professionals that are successful in various fields.</p> <p>③ AIU will provide its students with various types of information on recruiting companies at on-campus corporate presentations, etc. and also offer them individual career counseling sessions, etc. before and after their study abroad to give detail-oriented career support.</p>	<p>① AIU will require students to take a career design course as a mandatory course from the first year so that a good understanding and awareness about working life can be established. Students are also encouraged to take an internship course from the second year (as for those completing EAP earlier, from winter period of the first year) so that they can gain insight into the social situations of certain professions.</p> <p>② AIU will help students get a better understanding of various professions and the sense of working life through guest lectures by those invited from companies with close relationships with AIU and AIU alumni.</p> <p>③ AIU will hold the following events as often as possible: company information session on campus by invited company staff in and outside of Akita, pre-study-abroad guidance, and individual career counseling sessions with students in Tokyo metropolitan area.</p>	<p>○ A total of 186 students took "Career Design" including 82 students in Spring Semester and 104 students in Fall Semester. Two Career Design classes were offered in Spring Semester and Fall Semester respectively. Thirty students took an internship credit and 45 students applied for the internship program; 10 of them were students who participated in internship during their gap year.</p> <p>○ In November, at Career Design classes, we hosted Job Study (joint company explanatory meeting), to which we invited 3 companies (KOKUYO, Isetan Mitsukoshi Ltd., Kokubu Group Inc.). In January, we invited 5 companies (NYK LineNIPPON YUSEN KAISHA), INPEX CORPORATION、KOBELCO(Kobe Steel, Ltd), Kawasaki Heavy Industries, Ltd., Tokio Marine, Nichido Fire Insurance) to provide a seminar for deeper understanding of industry-to-industry connection under a theme of "Workflow". Between December and February, we held monthly OBOG sessions, to which we invited a total of 60 graduates, to provide undergraduates with exchange opportunities with graduates.</p> <p>○ We held company explanatory meetings with 170 companies from areas outside Akita prefecture and 12 companies from Akita prefecture. For students just before study abroad, we held guidance sessions in July and November. Other than that, we offered individual support including offering of counseling sessions via video call (Skype). In addition, we held 11 counseling meetings including group meetings and individualized meetings in Tokyo. We also called AI technology companies for joint meeting in order to meet actual social interest.</p>	<p>(Significant Achievements) We offer careful carrier supports to individual students. And we also provide joint explanatory meetings as for AI technology companies, considering actual social situations. As a result, employment success rate reached a numerical goal. We gave support with the next-generation AI society in sight.</p> <p>(Points Requiring Improvement/Plans for Improvement) Transportation access is necessary to promote job hunting and internships at companies in Akita prefecture. Therefore, regarding access organization including transportation between AIU and Akita station, we will continue to work on the government and other parties.</p>

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>④ AIU will offer support to the students that intend to attend graduate programs in Japan or abroad by holding lectures, providing advice individually, etc.</p> <p>⑤ AIU will cultivate internship opportunities with companies that are based in Akita Prefecture, more actively offer the matching service between its students and Akita-based companies, etc. that are planning to expand business overseas, and also support student groups' efforts to visit various Akita-based companies so that the number of AIU students finding jobs within the prefecture will rise.</p> <p>⑥ AIU will implement new initiatives in cooperation with various companies, business support organizations, etc. to offer lectures to students on the topic of entrepreneurship, etc. with the aim to cultivate their entrepreneurial spirit.</p>	<p>④ At ACSC, AIU will support students thinking to further study at graduate schools by providing them with information about graduate schools domestically and abroad, including AIU's graduate school.</p> <p>⑤ AIU will hold a company information session by companies in Akita once per year and explore the host companies for internship experiences. AIU will also work on the authorities concerned to develop transportation access between AIU and Akita Station. The Career Development Center will lead in organizing company visits in Akita twice per year to help students deepen their understanding of companies in Akita to increase their employment in Akita.</p> <p>⑥ AIU will try to cultivate entrepreneurship in students through various activities, such as seminars participated by entrepreneurs and company leading figures.</p>	<p>○ In addition to regular individual counseling regarding continuing education into graduate school, we offered round-table talks, in which students can have counseling in a relaxed manner. Like this, we worked out to make these opportunities easier for first-year students to participate. We also held guest speaker-presented High-level Professionals Special Lecture Series, a meeting in which AIU graduates who continued their study in AIU graduate school presented their experiences, and AIU faculty-led counseling session on continuing study in AIU graduate school for a total of 11 occasions. Furthermore, we held explanatory sessions for students who wish to continue their studies in collaboration with the Graduate School of Keio University, United Nations University, the Graduate School of the University of Oxford, and Campus France.</p> <p>○ In addition to 2 explanatory meetings with persons in charge from companies in Akita prefecture held in job study meetings, we visited companies in Akita prefecture to secure companies to accept interns. Regarding organization of traffic accessibility, we continue to work on the government sides. However, our approach has not resulted in the traffic organization. In addition, for deeper understanding of companies in Akita prefecture, we held 2 bus tours, which covered on-site observation; a total of 12 students participated.</p> <p>○ We invited AIU graduates who have business in Akita prefecture twice to offer exchange opportunities with AIU undergraduates.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
☆ Quantitative goal(s) • Employment rate after graduation among the students seeking employment: 100%	☆ Quantitative goal(s) • Employment rate after graduation among students seeking employment: 100%	☆ Achievement(s) Employment rate: 100%	

I Measures for Achieving Objectives on Education and Research			
4 Improvement in Research			
Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
(1) Promotion of Research that Contributes to International Liberal Arts Education			<p>The annual plan has been achieved.</p> <p>(Significant Achievements) We are steadily promoting the research activities of faculty staff through the appropriate distribution of research grants, etc. and verification of the state of execution of activities, etc. The use of grants for researches invited inside AIU is noted to have led to the increase in the number of applications for scientific research grants and the increase in the number of researches selected.</p> <p>(Points Requiring Improvement/Plans for Improvement) NA</p>
<p>① Promotion of research that enhances the quality of education</p> <p>a. AIU will provide research funds to the faculty members to facilitate research activities in their special fields so that the research result can be reflected in the education being offered to the students.</p> <p>b. AIU will facilitate the development of education programs that enhance the content of the education provided by the university by using the research funds being allocated for the President's projects for which applications are openly solicited within the university and promoting joint research activities conducted by its faculty members.</p>	<p>①</p> <p>a. • AIU will support various research activities of its faculty members while ensuring the appropriate allocation and execution of internal research funds.</p>	<p>○ State of provision of research funds</p> <p>【Basic distributed amount (Upper limit of applications)】 350,000 yen (Full-time faculty members) 175,000 yen (Specially appointed faculty members)</p> <p>【Actual amount distributed】 26,045,832 yen (76 full-time faculty members) 989,083 yen (7 specially appointed faculty members)</p> <p>Total 27,034,915 yen</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>c. AIU will conduct further surveys and research activities on Akita and other Asian regions through the Institute for Asian Studies and Regional Collaboration.</p>	<p>b. • IASRC will conduct research activities, taking up the solution to the issues about the aging society with lower birthrate and decreasing population which are progressing in Akita and other parts of Japan, as one of the main research themes.</p>	<p>○ Together with the University of TOKYO and Habataku Inc. Gojome town, AKITA), we are carrying out the "Akita Age Lab" project which conducts research on the development of sustainable regions in an aging society and social implementation.</p> <p>The IASRC cooperated in holding a workshop themed on "regional revitalization", etc. by private school student volunteers of "Nitobe Leadership Program (Nitobe Kokusai Juku in Japanese" (Tokyo)と"Akita Mirai Juku" (Akita Bank,Ltd.). AIU faculty staff and students also participated and exchanged opinions. (April 16, AIU Lecture Hall, about 30 participants)</p> <p>As part of the joint research with Free State Province Republic of South Africa, the researchers of AIU carried out a field survey (November 27 to 29) in Gojome town, AKITA, exchanged views with related parties at AIU, and held a special lecture (November 29) themed on the present situation of local communities in South Africa.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>d. AIU will implement organizational initiatives such as the holding of on-campus information sessions on the national science research subsidy program with the aim to obtain external competition funding and entrustment projects.</p>	<p>c. • AIU will support faculty members to obtain competitive research funds and entrustment projects by holding information sessions on the national research subsidy program and providing information on external competition research funds so that the contents of research will be enriched and expanded.</p>	<p>○ In addition to providing information on external competitive funding public offering including scientific research grant projects on bulletin boards, etc. whenever required, we held briefings on applying for scientific research grant projects twice, namely in July and September. To promote selection by the project, research funds offered inside the university were provided to 11 faculty members on condition that they apply for the next academic year, who were comprised mainly of young faculty members and those without experience in having been selected for the project. As a result, two out of these 11 faculty members were selected for the grant project for the following academic year.</p> <p>The "G4 University Research Support Work Seminar" held at AIU (December 15) with the participation of International Christian University(ICU), Ritsumeikan Asia Pacific University(APU)and Sophia University out of the member universities of the Global 5 University agreement. Opinions were exchanged based on the theme of application for scientific research grants by foreign faculty members and promotion of selection for the grants (13 participants).</p> <p>【2017 competitive external grants received】</p> <ul style="list-style-type: none"> • Scientific research grant project 14,270,000 yen (26 grants) • Other external research grants 10,453,000 yen (3 grants) 	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>e. AIU will publish findings from its faculty members' research projects in Global Review that is published by the AIU Press as well as in other academic journals in order to disseminate information on the university's education and research activities both domestically and internationally.</p> <p>② AIU will actively promote faculty development (FD) activities such as holding of seminars and workshops in order to improve the course contents and methods and also enhance the faculty's teaching capabilities.</p>	<p>d. • AIU will widely disseminate research outcomes of its faculty members all over the world by putting the AIU Global Review on the English and Japanese university websites.</p> <p>② AIU will hold planned FD sessions.</p>	<p>○ The university press published the bulletin "Global Review" as an e-book, which has been placed on the AIU website. We sold books published by the university press at museum shops and book stores inside and outside the prefecture. To provide information on the research results of our faculty members both inside and outside AIU, we held "Research Week 2017" (July 16 to 28) as well as held poster exhibitions at the library building and Akita Airport. During the Open Campus (July 16), faculty members were standing by at the exhibition venue to explain their researches to visitors.</p> <p>○ Based on the formulated annual plan, Faculty Development (FD) was carried out for a total of 11 times, participated by a total of 413 faculty members. MainFDs implemented : • UndergraduateFD&SD Retreat (56 faculty members) • graduate school FD Retreat (23 faculty members) • FD-Day (38 faculty members) Other FDs by theme : Total 7 times (296 faculty members)</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
(2) Promotion of Academic Interaction			The annual plan has been achieved.
<p>① AIU will hold symposiums and other events to create opportunities where the results of the university's research projects, etc. are shared and the interaction among the faculty members and researchers is facilitated.</p> <p>② AIU will facilitate interaction and joint research activities with faculty members and researchers from the partner schools and other universities, such as overseas universities, etc.</p>	<p>① AIU will hold symposiums and workshops to create opportunities for faculty members to share the results of their research projects and to interact with fellow faculty members and invited researchers.</p> <p>② AIU will facilitate interaction and joint research activities with faculty members and researchers from partner schools and other universities abroad.</p>	<p>○ With the sponsorship or cosponsorship of IASRC, we held the following symposiums and workshops, inviting researchers from inside and outside Japan.</p> <p>① International seminar on cultural heritage and sightseeing in Asia (September 24)</p> <ul style="list-style-type: none"> • Venue : AIU Lecture building • Lecturers : 9 lecturers from universities, etc. of India, Thailand, and Japan • No. of participants : 46 <p>② Symposium concerning natural resource in Tohoku Area (October 14)</p> <ul style="list-style-type: none"> • Venue : AIU Lecture building • Lecturers : 3 lecturers from universities, etc. in Japan • No. of participants : About 100 <p>③ Workshop on actual situation around Japan, Korea and Russia (January 23)</p> <ul style="list-style-type: none"> • Venue : AIU Cafeteria Annex • Participants : 20 participants from universities, etc. in Russia, Korea, and Japan. <p>The annual meeting "PanSIG 2017" was held at AIU for three days between May 19 and 21. AIU faculty members belonging to The Japan Association for Language Teaching (JALT) served as the secretariat and it was planned and supported by the Special Interest Group (SIG) of the JALT (No. of participants : about 300)</p> <p>○ In the SGU project, we invited a total of six faculty members of overseas universities including affiliated universities, etc. from four countries. We also sent four faculty members from AIU in total to overseas universities to participate in lectures of their respective field of specialty or observe classes to promote academic interchange.</p>	<p>(Significant Achievements) Active interchange was carried out by faculty members and researchers through various reporting meetings and symposiums, etc. As for interchanges of faculty members with overseas universities, etc. such as affiliated universities, academic exchanges were carried out through special lectures and observation of classes.</p> <p>(Points Requiring Improvement/Plans for Improvement) NA</p>

II Measures for Achieving the Objectives on Community Contribution

1 Educational Support for Local Schools

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
(1) Support for Developing English Communication Skills of the Students at Local Schools			The annual plan has been achieved.
<p>① AIU will collaborate with local municipalities in Akita Prefecture to send international students that are studying at the university to local elementary schools, junior high schools, etc. in order to support English education and intercultural understanding there.</p>	<p>① AIU will dispatch its faculty members and international students to local primary and junior high schools to participate in English language activities and English classes.</p>	<p>○ We sent a total of 1,306 students (including exchange students) to mainly municipalities with partnership agreement with AIU to cooperate in efforts related to enhancing English education, etc.</p> <p>【Results】 Dispatched 136 times (Received 76 times, cooperated 212 times in total)</p> <p>【Breakdown】</p> <ul style="list-style-type: none"> • Nurseries and kindergartens 22 times, participated by 76 students (Of whom 72 were exchange students) • Elementary schools 84 times, participated by 579 students (Of whom 471 were exchange students) • Junior high schools 39 times, participated by 252 students (Of whom 188 were exchange students) • Senior high schools 14 times, participated by 55 students (Of whom 41 were exchange students) • Others such as interchanges with local organizations, etc. 53 times, participated by 344 students (Of whom 265 were exchange students) 	<p>(Significant Achievements) As a result of providing enthusiastic support in response to requests for dispatch of faculty members from prefectural high schools, such as responding to all requests as long as the schedules of the faculty members and university permitted, we achieved interchange results exceeding numerical targets, and contributed significantly to needs related to English communication skills of school children inside and outside the prefecture.</p> <p>(Points Requiring Improvement/Plans for Improvement) NA</p>

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>② AIU will offer on-site courses at high schools in Akita Prefecture and also hold various seminars, etc. that high school students can attend to improve their English skills.</p> <p>③ AIU will provide support to super global high schools*23 by dispatching university faculty members to the special programs being offered there, etc.</p>	<p>② AIU will offer on-site courses by dispatching its faculty and staff as lecturers to high schools in Akita and hold various seminars such as mock-classes in English at the Global Seminar so that high school students can improve their English skills</p> <p>③ AIU will dispatch its faculty members to special programs of SGH to hold specialized classes, to give advice to research activity, and to support research presentation meetings.</p>	<p>○ We dispatched a total of 25 of our faculty members as lecturers to 17 prefectural high schools to give visiting classes or hold lectures, etc. as requested. Based on our partnership agreement with Goshono Gakuin High School, our faculty members and students continuously participated in the English classes of the high school and provided guidance on grammar, daily conversation, discussions, etc. for a total of four times. We sent eight exchange students from AIU (total two times, in July and September) to "Super English Camp" (total three times, between July and September) sponsored by the Prefectural Education Committee, and cooperated in seminars, debates, exchange activities, etc. for enhancing English communication skills (participated by about 80 junior and senior high school students).</p> <p>○ We cooperated in the Super Global High School Project of Akita Minami High School, where our faculty members gave special lectures and cooperated in conducting questionnaire surveys on exchange students at AIU. Thirty-eight students participating in this project were accepted into "English Village" program carried out by AIU to support the enhancement of their English communication skills.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>④ AIU will offer the English Village program to elementary school, junior high school, and high school students from Akita and other prefectures, where they will learn English while using English.</p> <p>☆ Quantitative goal(s) • Number of interactive sessions between AIU's international students and students from local elementary schools, junior high schools, etc. (sessions held at the university and the local schools): 200 times/year</p>	<p>④ AIU will offer the English Village program to elementary school, junior high school, and high school students from Akita and other prefectures, where they will learn English through the use of English.</p> <p>☆ Quantitative goal(s) • Number of interactive sessions between AIU's international students and students from local elementary schools, junior high schools, etc. (sessions held at the university and local schools): 200 times per year</p>	<p>○ 【No. of times AIU held English Village】 Held 12 times (11 schools participated, a total of 421 students participated) (Of which five were prefectural high schools, from which 180 students participated) ✕Reference: As of 2016, AIU held it for 12 times, drawing 358 participants.</p> <p>In addition, we sent one faculty member and 50 students (of which 17 were exchange students) to an English camp sponsored by a private business operator (a total of five times between June and September), and cooperated in holding an experience-type learning program for elementary school students to get to know English by making use of our knowhow from English Village. (Participated by 198 elementary school students)</p> <p>☆ Achievement(s) Number of exchanges between exchange students and elementary/junior high schools, etc.: 212 times</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>(2) Support for Improving the Teaching Capability of English Instructors</p>			<p>The annual plan has been achieved.</p>
<p>① AIU will coordinate with the Akita Prefecture Board of Education to dispatch university instructors to the prefecture's instructor training program, etc. in order to help improve the teaching capability of English instructors.</p> <p>② AIU will hold teachers' seminars to English instructors from various elementary schools, junior high schools, and high schools in Akita and other prefectures through which they will learn how to run a program where English will be taught using English.</p>	<p>① AIU will coordinate with the Akita Prefecture Board of Education to dispatch its faculty members as lecturers to the prefecture's instructor training program for elementary, junior and senior high school English instructors.</p> <p>② AIU will hold teachers' seminars to English instructors from various elementary schools, junior high schools, and high schools in Akita and other prefectures through which they will learn how to run a program where English will be taught using English.</p>	<p>○ In response to the request from the Prefectural Education Committee, we dispatched four faculty members from AIU as lecturers of the Elementary School Foreign Language Activity Teacher Training Program (July and August). To improve English educational guidance, we sent two faculty members from AIU as lecturers to the "Target schools/cooperative schools English lesson improvement program project" class study group (September to November).</p> <p>○ 【No. of times AIU held Teachers Seminar】 ・ For elementary school teachers : Twice, No. of participants: Total 49 ・ For junior and senior high school teachers: Once, No. of participants: Total 51 ※Reference : Held five times in 2016, participated by a total of 126 participants</p> <p>In addition, together with the U.S. Consulate General in Sapporo and the U.S. Embassy, we held trainings on methods for teaching English for teachers of elementary, junior high school, and senior high schools around the country.</p> <p>① English Teaching Method Improvement Seminar (July 8 and 9) ・ Venue : AIU D-building ・ No. of participants : 39</p> <p>② English Teaching Method Skill Up Intensive Seminar (March 27 to 29) ・ Venue : TKP Nagoya Fushimi Business Center ・ No. of participants : 60</p>	<p>(Significant Achievements) We are carrying out efforts to contribute to the enhancement of teaching skills of English teachers in elementary and junior high school education inside and outside the prefecture.</p> <p>(Points Requiring Improvement/Plans for Improvement) NA</p>

II Measures for Achieving the Objectives on Community Contribution

2 Promotion of Internationalization

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
(1) Promotion of Interaction between Residents of Akita and International Students			The annual plan has been achieved.
<p>① AIU will support various international exchange programs being run by municipalities in Akita Prefecture, including those that are parties to international exchange agreements, by sending international students, etc. to the municipalities.</p>	<p>① AIU will support various English language activities and cultural exchange programs being run by municipalities in Akita Prefecture, including those that are parties to international exchange agreements, by sending international students, etc. to the municipalities.</p>	<p>○ 【Exchanges held with municipalities with agreements】 Total 102 times ①Happou-town : 15 times (English activities, intercultural exchanges, university visits by certified Centers for Early Childhood Education and Care and elementary/junior high schools; interchanges with local residents) ②Daisen-city : 52 times (Intercultural exchanges and university visits by nursery schools, kindergarten and elementary/junior high schools) ③Yurihonjo-city : 25 times (English activities, intercultural exchanges, university visits by elementary/junior high schools) ④Misato-town : 5 times (English activities, intercultural exchanges, university visits by certified Centers for Early Childhood Education and Care and elementary schools) ⑤Senboku-city : 2 times (Intercultural exchanges, university visits by junior high schools; dispatch of students for language support at events) ⑥Ogata-village : 3 times (English activities by junior high schools) ※Signed new partnership agreement on November 13.</p>	<p>(Significant Achievements) We are actively promoting international exchange in Akita prefecture, such as signing a new partnership agreement with Ogata-village.</p> <p>(Points Requiring Improvement/Plans for Improvement) NA</p>

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>② AIU will raise the level of interaction between its international students, etc. and local elementary, junior high and high school students as well as local residents by sending international students, etc. to various events, etc. being hosted by local organizations, etc. in order to help the residents of Akita Prefecture attain better international understanding.</p>	<p>② AIU will actively conduct two-way exchange activities with various bodies in the local communities in Akita Prefecture in such forms of dispatching international students to cultural events, inviting students of elementary, junior and senior high school students and residents to the university campus.</p>	<p>○ The main interchanges carried out between exchange students and the region this year were as follows.</p> <p>① A total of 24 elementary and junior high school students from Akita prefecture participated over two times in the Japanese classes taken by the exchange students of AIU, and interchanged with the exchange students in Japanese. (Honjo-minami Junior highschool on October 5, Hachimori Elementary School on October 30)</p> <p>② A total of 26 elementary school students from Akita prefecture participated over two times in science experiments in English by the faculty members of AIU, and interchanged with the exchange students and experienced classes in English. (Yokobori Elementary School on October 10, ToyokawaElementary School on November 16)</p> <p>③ A total of 12 exchange students participated over three times in Goshono High school Expression department classes and interchanged while experiencing Japanese culture (tea ceremony, traditional music, etc.).</p> <p>④ Six students from AIU including three exchange students participated in Namahage Event of Yuwakari Town Area in Akita City, and 23 students including a total of ten exchange students experienced over six times staying at apple farms in Inside Yokote city and picking fruit.</p> <p>⑤ Exchange students participated in events such as rice planting, harvesting, and harvest festivals in Akita city Kawabe area, carrying out continuous exchange with the locals.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
(2) Promotion of Initiatives to Increase Interaction with other Asian Regions			The annual plan has been achieved.
<p>① AIU will provide support to Akita-based companies that intend to expand business overseas and also make various suggestions concerning international exchange activities, etc. based on the result of research conducted by the Institute for Asian Studies and Regional Collaboration.</p>	<p>① AIU will provide support to Akita-based companies that intend to expand business overseas and also make various suggestions concerning international exchange activities, etc. based on the result of research conducted by the IASRC.</p>	<p>○ Faculty members from AIU accompanied students to the "Business Challenge Program in Russia," sponsored by the Prefectural International Dept. (July 25 to 29) to provide support, and carried our preliminary training (July 7) for participants based on such themes as the present situation of Russia, Japan-Russia economic relations, Akita-Russia trade relations, etc.</p> <p>In the "Three-Region Economic Exchange Meeting between Akita Prefecture, Yanbian, and Maritime Region" sponsored by the Akita Chamber of Commerce and Industry and held by Akita city (September 26), the faculty members of AIU accompanied the delegation of the Russian Maritime Region Chamber of Commerce to provide advise and support in trade talks with companies from Akita prefecture, and exchanged opinions with participants regarding future economic interchanges.</p> <p>Under the program of the prefectural higher education support section , we sent a total of eight exchange students from AIU to three companies in Akita prefecture targeting overseas markets and aiming to expand their business in those markets, to monitor products and exchange views (February 7 and 16).</p>	<p>(Significant Achievements) We actively carry out survey and research activities for expanding interchanges with Far East Russia and South East Asia while cooperating with the prefecture, etc. We also actively take in researchers while cooperating with companies in the prefecture.</p> <p>(Points Requiring Improvement/Plans for Improvement) NA</p>

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>② AIU will conduct new research in collaboration with various domestic and international research institutions, etc. with the aim to further improve the level of Asian studies being conducted at the university.</p> <p>③ AIU will accept working adults from outside the university as researchers or trainees for the purpose of developing human resources that will be crucial for raising the level of its interaction with overseas organizations.</p>	<p>② AIU will promote interdisciplinary collaboration with research institutions in and outside of Japan through research workshops and seminars organized in cooperation with these institutions.</p> <p>③ AIU will accept working adults from outside the university as researchers or trainees to develop human resources that will be crucial for raising the level of its interaction with overseas organizations.</p>	<p>○ 【Past events held】</p> <p>① Seminars on actual situation around Japan, Korea and Russia (January 23)</p> <ul style="list-style-type: none"> • Venue : AIU Cafeteria Annex • No. of participants: 20 <p>② 38th Ocean Education Forum (November 26)</p> <ul style="list-style-type: none"> • Venue : AKita central service senter • No. of participants: 70 <p>③ Symposium concerning natural resource in Tohoku Area(October 14) ·</p> <ul style="list-style-type: none"> • Venue : AIU Kobelco Hall • No. of participants: 100 <p>○ We invited a journalist (Politics and Economy Dept.) from The Akita Sakigake. as researcher, and conducted survey and research on the present situation of companies in Akita prefecture advancing into Greater China and success conditions based on information acquired by covering companies in China and Singapore (survey period : February 19 to March 17). We held a meeting within the Akita International Support Network Conference to report the results of the survey to government officials (March 20).</p>	

II Measures for Achieving the Objectives on Community Contribution

3 Community Services and Outreach

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
(1) Provision of Various Learning Opportunities			The annual plan has been achieved.
<p>① AIU will actively offer courses, etc. that are open to the public and utilize the university's educational resources, dispatch faculty members to various parts of the prefecture, etc. in order to enhance the level of intellectual curiosity among Akita Prefecture residents and also contribute to the invigoration of the regional communities.</p>	<p>① AIU will contribute to the promotion of intellectual curiosity of increasing number of people in Akita Prefecture by holding various seminars at the College Plaza and on the university campus. And AIU will widely utilize its intellectual assets in the form of dispatching faculty members as lecturers or committee members to educational institutions and local governments in Akita Prefecture.</p>	<p>○ 【Past events held】 Total 12 times</p> <p>① Japanese education workshop for curriculum design (May 28) • Venue/No. of participants : AIU Lecture building/24</p> <p>② Japanese education special research group (July 2) • Venue/No. of participants : AIU Lecture building/34</p> <p>③ Seminar for english teaching skills (July 8 to 9) • Venue/No. of participants : AIU Lecture building/39</p> <p>④ Open lectures on situation around Asia (September 19) • Venue/No. of participants : AIU auditorium/59</p> <p>⑤ Joint project by four national and public</p> <p>⑥ Japanese education special lecture (November 12) • Venue/No. of participants : AIU Lecture building/60</p> <p>⑦ Forum on population decline in Akita (November 17) • Venue/No. of participants : College Plaza (Akita sity) /80</p>	<p>(Significant Achievements) We actively carried out open lectures and public seminars, etc. and provided opportunities contributing to the enhancement of intellectual curiosities of the general public such as high school students in Akita prefecture.</p> <p>(Points Requiring Improvement/Plans for Improvement) NA</p>

- ⑧38th Ocean Education Forum (November 26)
 - Venue/No. of participants : Akita Central Public Service Center/70
- ⑨Training/workshop on programing in Eglish for elementary school teachers (December 2)
 - Venue/No. of participants : AIU Lecture building/6
- ⑩Public report meeting for the result of JR East Japan Endowed Chair (December 9)
 - Venue/No. of participants : AIU Auditorium/60
- ⑪ Survey report meeting by guest researchers on perspectives in sightseeing industry in Akita (December 20)
 - Venue/No. of participants : College Plaza (Akita city)/17
- ⑫Seminar on situation around Russia and North Korea (January 24)
 - Venue/No. of participants : College Plaza (Akita city)/100

We dispatched faculty members from AIU as lecturers for a total of 104 times in response to requests from educational organizations, municipalities, and private organizations in Akita Prefecture. Faculty members of AIU have also agreed to serve as executives such as committee members of 64 organizations in total, in response to appointment requests from various councils and committees. (Until January)

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>② AIU will allow the use of its library, Language Development and Intercultural Studies Center (“LDIC”), and Satellite Center*24 by the residents of Akita Prefecture, and actively hold, and also invite external groups and organizations to hold, various events at the Multi-Purpose Hall and other university facilities.</p>	<p>② AIU will make its library and LDIC available to residents in Akita Prefecture. The library will extend its open hours to high school students from Akita Prefecture.</p>	<p>○ Continuing from the previous year, we opened the Nakajima Library and Language Intercultural Training Center (LDIC) to general users, provided information by distributing notice on usage, website, etc. to promote use. The library was open to general users from outside the university every day except year end and beginning at the following times: Weekdays 9 : 00 to 22 : 00, Saturdays/Sundays/Public Holidays/Long holidays 9 : 45 to 18 : 00. It also issued the "high school student card" which allows high school students in the prefecture to use the library between 6:00 and 22:00 all year round. The card was used by 198 students. The number of prefectural residents using the library exceeded 257,000. The number of persons registering for use from outside the university was 265. The number of books borrowed and taken out of the library by general users such as prefectural residents was 1,868.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>③ AIU will provide high-school-and-university-coordinated courses*26 and also offer open courses to the public, etc. based on its participation in the university consortium as well as the four-university agreement (between Akita University, Akita Prefectural University, Akita University of Art, and AIU) to help high school students and other residents of Akita Prefecture achieve a higher level of intellectual curiosity.</p> <p>☆ Quantitative goal(s) • Number of open courses and other events offered to the public: 10 times or more/year</p>	<p>③ AIU will provide high-school-and-university-coordinated courses at the College Plaza as a member of the university consortium Akita. And based on the four-university agreement, AIU will jointly hold various events to help high school students and other residents of Akita Prefecture achieve a higher level of intellectual curiosity.</p> <p>☆ Quantitative goal(s) • Number of open courses and other events offered to the public: 10 times or more per year</p>	<p>○ Nine faculty members from AIU taught classes titled "Invitation to International Liberal Studies" four times in the first semester and five times in the second semester under the Collaborative Learning among High School and Undergraduate Students program of "The Consortium of Universities in Akita". The classes were participated by a total of 223 high school students in the prefecture.</p> <p>In a project based on partnership agreement between four universities, a joint symposium themed on "Direction of University Reforms and Regional Collaborations and Contributions" was hosted by the president of the universities and director of the secretariat of the Japan Association of Public Universities and held in Akita city. (October 5)</p> <ul style="list-style-type: none"> • Venue : Akita-shi Nigiwai Koryukan Au • No. of participants : About 127 <p>☆ Achievement(s) Number of times AIU held open seminars and other public events: 12 times</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
(2) Skill and Capacity Development			The annual plan has been achieved.
<p>① AIU will offer entrance examination that is specifically designed for working adults and accept successful applicants as AIU students so that their professional skills can be developed further.</p> <p>② AIU will accept working adults from outside the university as researchers or trainees in order to aid the development of human resources in the local communities.</p>	<p>① AIU will offer entrance examination once per year that is specifically designed for working adults and accept successful applicants as AIU students.</p> <p>② AIU will accept working adults from outside the university as researchers or trainees from companies in Akita Prefecture.</p>	<p>○ Continuing from the previous year, we held an entrance examination designed for working people once, and four persons applied. One of them passed and entered AIU. (2016: 7 applied, of whom 1 passed and entered AIU)</p> <p>○ We took in one journalist from the Politics and Economy Dept. of the Akita Sakigake Shinpo as researcher, conducted a survey on companies related to Akita prefecture in China and Singapore, and summarized the present situation of companies in Akita prefecture advancing into Greater China and conditions for success, etc.(Survey period: February 19 through March 17).</p>	<p>(Significant Achievements) NA</p> <p>(Points Requiring Improvement/Plans for Improvement) NA</p>

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>(3) Support for Invigorating Regional Communities</p>			<p>The annual plan has been achieved.</p>
<p>① AIU will conduct research and surveys on the issues that Akita Prefecture is faced with and also on the measures being implemented to address those issues, and offer various suggestions for invigorating the local communities through the Institute for Asian Studies and Regional Collaboration.</p>	<p>① IASRC will conduct the investigation and research to contribute to solution and policy formation addressing issues such as aging and population decreasing society, shortage of care personnel that Akita Prefecture is facing as well as make various recommendations on measures to invigorate the regional community and to promote tourism.</p>	<p>○ ①Partnering with Michi no Eki "Akita Port" and Akita City History Museum of Akita Fort Ruins, four students from AIU served as guides to foreign tourists of cruise ships anchoring at Akita Port and conducted monitor tour surveys around the historic sites in Tsuchizaki Area (August 6). ②IASRC faculty members signed a contract with Google in May so that bus times and connecting routes etc. in the prefecture, etc. are shown on Google map. As a result of processing data and providing Google with the data, bus information of seven bus companies in Akita prefecture including municipal community buses can now be searched after August, thus contributing to the improved convenience not only for Japanese but also for foreign travelers in the prefecture.</p> <p>③We held the forum on population decline at College Plaza in Akita city (November 17, 80 participants), and announced research results related to employment and labor issues based on the situation of declining population and graying society. ④We invited Prof. Meiko MURAYAMA (University of Reading in UK) as researcher and analyzed the current situation and challenges of tourism in Akita city, and conducted survey and research for the ideal ways for residents to participate (December 11 to 22). We also held the open reporting meeting on perspectives in sightseeing in AKita at College Plaza (Akita city) on December 20, which was participated by 17 tourism vendors, etc.</p>	<p>(Significant Achievements) We not only actively participate in and cooperate with efforts based on requests from municipalities, etc., but also lead survey research for resolving challenges faced by Akita prefecture. (Point Requiring Improvement/Plans for Improvement) -</p>

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>② AIU will help local municipalities, etc. resolve various regional issues that they are faced with by involving its students and international students effectively.</p>	<p>② AIU will dispatch Japanese and international students to regional issue solving activities such as tourist spot monitor tours in Akita Prefecture to support the invigoration of regional communities.</p>	<p>⑤ Commissioned by Akita prefecture, we translated Japanese signs into foreign languages (English, Chinese, Korean), and carried out work to translate Japanese into foreign languages on smartphones using QR codes. In facilities actually using the foreign language translations with QR codes, we conducted a survey on the number of accesses to determine response by foreign tourists, etc. and reported the results.</p> <p>○ 【Sightseeing monitor tour】 Dispatched a total of six times</p> <ul style="list-style-type: none"> • Hot spring facilities in the prefecture • Sightseeing facilities in the prefecture (Total 3 times) <ul style="list-style-type: none"> • Inside Odate city • Omoriyama Zoo <p>【Agricultural products tasting monitor survey】 Dispatched a total of two times</p> <ul style="list-style-type: none"> • (General incorporated association) Akita Dog Tourism Edamame Products Tasting Monitor survey <ul style="list-style-type: none"> • Survey of monitor of sampling of food made of rice powder from Ogatamura. 	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>(4) Dissemination of Information in Japan and Overseas</p>			<p>The annual plan has been achieved.</p>
<p>■ AIU will promote the formation of alumni networks including international students. AIU will also try to improve the quality and volume of information on the university and Akita Prefecture that will be disseminated by utilizing such networks.</p>	<p>■ • AIU will promote the formation of alumni networks, in cooperation with ‘Alumni Pipe Committee’ organized by students and utilizing the Alumni Facebook page that is managed by the Committee. AIU will also disseminate its information through these networks.</p>	<p>○ A Facebook run mainly by Alumni Association Pipe Committee exceeded 1,500 followers, and is used for providing information not only on AIU but also on Akita. That contribute to enhance the connection between students and local community. On the new Facebook for international students, we put articles about once a week, concerning student"s life in Akita or student"s voice for traditional local events.</p>	<p>(Significant Achievements) On the Facebook for international student, which was newly opened, we introduce in English students' life in Akita. That creates more chances to know about Akita not only for international students but also for people in overseas countries.</p> <p>(Points Requiring Improvement/Plans for Improvement) One challenge is to include the "Parent's Association" and "Alumni Association Pipe Committee" which is formed by present students in the network to promote more sophisticated information availability.</p>

Ⅲ Measures for Achieving the Objectives on Improvement in Operational Management			
1 Optimization of Organizational Operation and Improvement of University Operation			
Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
(1) Organizational Operation			<p>The annual plan has been achieved.</p> <p>(Significant Achievements)</p> <p>University Management Committee is held systematically, and decisions of the university are made accurately and promptly.</p> <p>By changing the method of holding the President's Advisory Board to the individual visitation method, we established a system for acquiring more useful recommendations based on the field of specialty of each committee member.</p> <p>In the Student Life Committee, topics are raised by students such as issues of discrimination between students. The meeting was held seven times including the extraordinary committee meeting, where views were exchanged actively. By changing member structure and disclosing English minutes, etc., more consideration was paid to the diversity of the students and faculty members making up the campus, and feedback was frequently made to university management.</p>
<p>① AIU will aim to make key decisions for the university accurately and promptly by regularly convening and adaptively operating the University Management Committee and Academic Affairs Executive Committee (AAEC).</p> <p>② AIU will ensure that foreign nationals that have advanced views on global higher education participate in the university's important organizations and committees so that decisions that will be made by those organizations and committees will be in line with the higher education trends of various concerned countries around the world.</p>	<p>① AIU will aim to make key decisions for the university accurately and promptly by regularly convening and adaptively operating the University Management Committee 10 times per year, AAEC 10 times per year. With the renewal of the term of office of trustees, the allocation of responsibility among them will be reviewed where necessary.</p> <p>② AIU will ensure that foreign nationals that have advanced views on global higher education will participate in the University Management Committee, External Evaluation Committee, and Top Advisory Board. The number of the members and ways of holding meetings of the Top Advisory Board will be reviewed at the time of members' term renewal.</p>	<p>○ We held the UMC 10 times in a year to discuss important matters related to corporate management. We also reassessed the tasks, etc. handled by UMC members in line with the renewal of the term of office of the trustees in June.</p> <p>We also held the AAEC 10 times in a year according to plans to discuss important matters related to education and research in a timely manner.</p> <p>We appointed foreigners with strong insight in higher education in the world as members of the UMC and President's Advisory Board. We also reassessed the method of holding the meeting during the renewal of the term of office of committee members in September, and confirmed the switch from holding meetings to individual visits.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	
<p>③ AIU will step up the activities of various committee organizations and also devise ways through which to reflect opinions and ideas of the members of the university community and people associated with the university in how the university is operated.</p>	<p>③</p> <p>a. • AIU will convene the Top Advisory Board meeting for their recommendations and suggestions regarding the management of the university.</p> <p>b. • AIU will hold the Student Life Committee meeting about 6 times, Student Dormitory Committee meeting about 2 times, and Student Apartment Committee meeting about 2 times to hear student voices and to inform students of ideas and intentions of the university correctly.</p> <p>c. • AIU will promote two-way communication with students by regularly listening to students' opinions through Student Government and by providing occasions of discussion with students.</p>	<p>○ We held the 12th President's Advisory Board in July, and received proposals regarding tasks and prospects of universities.</p> <p>○ We held the Student Life Committee 7 times, Student Hall Committee twice, and Student Apartments Committee three times. We also revised the rules related to Student Life Committee, so that up to five student representatives can participate in meetings instead of the previous three. In addition, foreign faculty members were included in members to further reflect the actual situation of a diverse campus. English minutes of each meeting were disclosed in the school's system to enhance transparency.</p> <p>○ Weekly regular meetings were held with the Student Council and Student Affairs Division to keep track of daily and monthly needs in efforts to share and discuss them within the divisions. Advise was also provided to students on appropriate and required procedures, etc.</p>	<p>(Points Requiring Improvement/Plans for Improvement • Improvements)</p> <p>It often takes time to reflect results of student satisfaction surveys and requests from the school council in university management. Prompt response by reassessing the method, system/process of gathering opinions is ideal.</p>

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>④ AIU will set up a new facilitation committee to help operate and manage the Top Global University Project in order to ensure that the Project is steadily carried out.</p>	<p>d. • AIU will reflect opinions of guardians or parents and alumni in the university management by President or trustee members' participating in the meetings of guardians and parents' association, informal talk meetings convened in various cities, and alumni homecoming events.</p> <p>e. • AIU will conduct a satisfaction survey on the campus life of the undergraduate and the graduate students, and the results of the survey will be reflected in the university management for possible improvement.</p> <p>④ AIU will ensure the steady implementation of the SGU project through the project progress management by the regular meeting of SGU promotion committee and by the exchange of opinions and information sharing among faculty and staff concerned.</p>	<p>○ In June and July, we held informal gatherings with parents by region in seven places in Japan. Out of these, the university president participated in the gatherings at three places, while the vice president participated in the gatherings at two places. The Administration Office staff participated in the gatherings of all regions. In addition, the staff participated in the executive meeting of parents (April, July, November, and February), while the vice president participated in the Alumni Homecoming event (November). Based on the views spoken by the parents and alumni in these opportunities, support was provided to extracurricular activities of students and a ticketing machine was installed in the cafeteria.</p> <p>○ We conducted a satisfaction survey and obtained a response rate that exceeded previous years. We particularly gathered opinions on the reassessment of bus routes to reflect the results within the next year.</p> <p>○ We held the SGU project promotion meeting for a total of eight times to share university-wide information regarding progress of efforts, etc.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>(2) Improvement in Financial Operation</p>			<p>The annual plan has been achieved.</p>
<p>① AIU will make steady improvements in terms of various operational tasks and organizations based on the results of its self-inspection and evaluation as well as evaluation by external parties such as the prefectural evaluation committee for local incorporated administrative agencies.</p> <p>② AIU will examine, review, and revise how the university is being operated in terms of its curriculum, educational methods, student support, internal quality assurance, etc. by newly enlisting the help of overseas universities and other organizations.</p> <p>③ AIU will improve the current system through which the results of student evaluation, questionnaire and other types of surveys are reflected in how the university is operated.</p>	<p>① AIU will verify and deliberate the results of its self-inspection and evaluation as well as evaluation by external parties such as the prefectural evaluation committee for local incorporated administrative agencies and the accreditation inspection of the professional graduate school, and these results will be acknowledged as a common recognition by university directors, faculty, and staff. AIU will make steady improvements regarding various operational tasks based on these results.</p> <p>② AIU will mutually analyze and evaluate the faculty personnel systems of itself and liberal arts colleges abroad through the exchange of information and suggestions, which will contribute to the improvement of university management and enhancement of the quality of education.</p> <p>③ AIU will conduct various surveys such as class evaluation, student satisfaction survey and other forms of evaluation by students, and reflect these results in the university management improvement.</p>	<p>○ We established an Admission Officer in efforts to secure students from within Akita prefecture. To secure the designated number of graduate school students, we visited universities around the country to carry out briefings, as well as used Facebook and YouTube, etc. to provide information actively as activities to secure students. Regarding matters pointed out as tasks in the Certified Evaluation and Accreditation for Professional Graduate Schools, the Graduate-school Management Committee (GMC) led in preparing the improvement plan.</p> <p>○ We visited three universities in the U.S. in May to exchange information on faculty personnel including recruitment, hiring, and evaluation system of faculty staff at overseas liberal arts college.</p> <p>○ We carried out class assessment by students in each semester, and shared the results with faculty members, their supervisors, and Dean of Academic Affairs, and used the information for advising improvements to be made in teaching methods and content. Moreover, we conducted the exit survey on academic matters on the students who graduated in August 2017 and March 2018 to look back on education from the time they entered university to their graduation. We shared the information at various regular academic meeting or FD activities and used it as data for reviewing educational and learning improvements.</p>	<p>(Significant Achievements)</p> <p>We underwent the Certified Evaluation and Accreditation for Professional Graduate Schools for the first time since the launch of the professional graduate school, and were evaluated as meeting global communication type professional graduate school. We received objective detailed evaluation regarding characteristics, strengths and issues to be reviewed as a professional graduate school, and this information will contribute to the improvement of future PR activities and university management.</p> <p>(Points Requiring Improvement/Plans for Improvement) Regarding the issues to be reviewed that were pointed out in the Certified Evaluation and Accreditation for Professional Graduate Schools, moving forward, we will summarize specific improvement measures in the improvement report and implement them.</p>

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
(3) Human Resource Management			The annual plan has been achieved.
<p>① AIU will continue to openly and widely recruit new full-time faculty and staff members from Japan as well as various overseas countries in principle. As for the personnel management plan, AIU will assign its faculty and staff members adaptively in an optimal way that takes into consideration the total number of students including international students studying at AIU, achievement of high-quality education with small class sizes, necessary curriculum improvements, etc., while keeping the labor cost down. In regards to staff member recruiting, AIU will systematically hire and retain staff members in light of the prefecture's plan to reduce the number of staff members being dispatched to the university.</p> <p>② AIU will maintain its annual salary scheme for the faculty and staff members, which is based on the university's own unique evaluation system, in addition to maintaining the term limit system and tenure system for the faculty members in order to utilize the capabilities that are possessed by the faculty and staff members as much as possible.</p> <p>③ AIU will systematically conduct FD activities for the faculty members and also try to improve training systems such as sabbatical.</p>	<p>① AIU will continue to openly and widely recruit new full-time faculty and staff members from Japan as well as various overseas countries in principle. As for the personnel management plan, AIU will assign its faculty and staff members adaptively in an optimal way that takes into consideration the total number of students, including international students studying at AIU, achievement of high-quality education with small class sizes, necessary curriculum improvements, etc., while keeping the labor cost down. In regards to staff member recruiting, AIU will systematically hire and retain staff members in light of the prefecture's plan to reduce the number of staff members being dispatched to the university.</p> <p>② AIU will maintain its annual salary scheme for the faculty and staff members, which is based on the university's unique evaluation system, in addition to maintaining the term limit system and tenure system for faculty members.</p> <p>③ AIU will systematically conduct FD activities for faculty members. AIU will also examine training systems to improve them and disseminate related information to encourage the use of these systems.</p>	<p>○ Regarding the recruitment and hiring of full-time faculty members, no faculty member recruitment and hiring activities were carried out taking into consideration both financial and educational situations. As for university staff, we hired four persons by public recruitment like the previous year, and carried out systematic personnel allocation. In addition, we reduced the executive compensation and executive allowance from 2017 (10% to 20%), reduced overtime work, (reduced by 29% from the previous year) in efforts to cut personnel costs.</p> <p>○ We continued the annual stipend system for faculty staff based on the university's unique evaluation system, and continued the fixed-term system and tenure system of faculty staff. As a result of screening by the Tenure Judging Committee, 10 faculty members passed the system in 2017.</p> <p>○ We carried out FD for a total of 11 times based on the annual plan. Three faculty members participated in overseas training using the special training system and one faculty member using the sabbatical system.</p>	<p>(Significant Achievements) While actively providing opportunities to enhance the quality and skills of faculty and staff, we work towards cutting personnel costs by reducing overtime work of faculty and staff and reducing annual stipends for titles held by faculty and staff.</p> <p>(Points Requiring Improvement/Plans for Improvement) NA</p>

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>④ AIU will continuously engage a certain number of faculty members in international exchange activities in order to enhance their capability on a global stage and also develop their relevant skills.</p> <p>⑤ AIU will systematically conduct staff development (SD)*30 activities for the staff members and also encourage them to attend courses offered at the university as well as training sessions offered by outside organizations.</p>	<p>④ AIU will exchange faculty members with partner schools abroad to enhance their capability.</p> <p>⑤ AIU will plan, conduct and take necessary actions for SD activities which will contribute to the solutions of common issues for faculty and staff and to the acquisition of needed knowledge and skills, according to the requirement by the amended University Establishment Standard. AIU will also encourage staff members to attend courses at the university as well as training sessions organized by outside organizations. Job rotation of staff members will be conducted.</p>	<p>○ Under the SGU project, we invited a total of six faculty members from overseas universities, etc. including affiliated universities in four countries, and sent four of our faculty members to observe classes of their respective field of specialty to promote academic interchange. In the exchange of faculty members under the European Region Action Scheme for the Mobility of University Students (ERASMUS) , two faculty members from University of Nicosia visited AIU in July, and two of our faculty members visited the university in March.</p> <p>○ We devised annual plans related to SD sessions and systematically carried out training, etc. on acquiring the required knowledge for faculty members to conduct their work, making use of the Akita Prefecture Autonomy Training Institute and various training seminars held by other universities. (Total number of participating faculty members : 252) We also strived to enhance the quality of staff by the reassignment of staff within the Administration Office and changing work shifts within teams, etc.</p>	

III Measures for Achieving the Objectives on Improvement in Operational Management

2 Improvement in Financial Operation

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
(1) Reinforcement of Financial Base			The annual plan has been achieved.
<p>① AIU will properly set the amount of fees that it will collect such as the rent for student dormitories while taking into consideration the circumstances concerning the enhancement of education and improvement of the educational environment, etc.</p>	<p>① AIU will examine the proper amount of fees such as student dormitory and apartment fees, taking into consideration the development of deliberations on enrollment enlargement and other campus environment improvement.</p>	<p>○ Regarding the renovations of the Students Apartments and Komachi Hall, which will become necessary with the increase in faculty admission quota, once again we compared renovation details and methods for ordering renovations, etc. and reviewed rent, etc.</p>	<p>(Significant Achievements) Taking into account several types of educational environments that can be established, we reviewed rent based on expenses that would be required in the future. We are also actively carrying out efforts to procure funds required for scholarships from external sources.</p> <p>(Points Requiring Improvement/Plans for Improvement) NA</p>

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>② Securement of external funding</p> <p>a. AIU will implement organizational initiatives such as the holding of on-campus information sessions on the national science research subsidy program with the aim to obtain external competition funding and entrustment projects.</p> <p>b. AIU will expand the base of university supporters through social activities with alumni and parent groups, companies, etc. with the aim to secure a sufficient amount of donations.</p>	<p>②</p> <p>a. • AIU will hold on-campus information sessions on the national science research subsidy program. AIU will also implement organizational initiatives to obtain external competitive funding and entrustment projects by disseminating to faculty members the information on the external research fund information sessions on and outside of campus and invitations of application for research fund on the university bulletin board.</p> <p>b. • AIU will widely approach companies, parents, and others for their donations to secure sufficient fund for the university's activities such as a student scholarship.</p>	<p>○ In addition to placing information on public offering of external competitive grants including scientific research grant projects on bulletin boards, etc. as required, we also held two briefings on applying to scientific research grant projects in July and September. To promote selection by the scientific research grant projects, research funds offered inside the university were provided to 11 faculty members on condition that they apply the next academic year, who were comprised mainly of young faculty members and faculty members without experience in having been selected for the project. As a result, two out of these 11 faculty members were selected for the grant project the following academic year.</p> <p>【2017 competitive external grants received】</p> <ul style="list-style-type: none"> • Scientific research grant projects 14,270,000 yen (26 grants) • Other external research grants 10,453,000 yen (3 grants) <p>We placed ads of companies in our university information pamphlet (2018 version) and regional collaboration/contribution activities pamphlet (2017 version) and secured income from the ads.</p> <ul style="list-style-type: none"> • 1,030,000 yen (4 sources) <p>○ We asked for support in donations from parents, graduates, companies whom AIU students are joining, companies in the prefecture, etc. at school entrance ceremonies, events, etc.</p> <p>【Donations received】</p> <p>4,799,000 yen (50 donations)</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
(2) Cost Reduction			The annual plan has been achieved.
<p>① AIU will review and revise the operational tasks and administrative procedures and also promote the outsourcing of certain work if it will be more cost effective.</p> <p>② AIU will further reduce the amount of administrative expenses.</p>	<p>① AIU will consider an effective way of cost control by scrutinizing the whole operational tasks and procedures. AIU will efficiently spend its budget by reviewing specifications of commission contract and by promoting outsourcing of certain operations.</p> <p>② AIU will devise new cost reduction measures besides actively introducing energy-saving equipment. And AIU will make its faculty and staff aware of the importance of energy and resource saving so that energy and water cost will be reduced.</p>	<p>○ We closely examined the cost effectiveness of each project individually and reflected the results appropriately in the budget. We also worked to carry out more effective budgeting by reassessing current expenditures and outsourcing laundry management operations.</p> <p>○ In addition to changing the lighting in buildings E and F, etc., to LED, efforts to save electricity were made by raising awareness among faculty and staff to turn off lights and control air-conditioner temperatures, etc.</p>	<p>(Significant Achievements) We actively conducted operations for efficient management, such as outsourcing laundry management operations.</p> <p>(Points Requiring Improvement/Plans for Improvement) NA</p>

III Measures for Achieving the Objectives on Improvement in Operational Management

3 Performance of Self-Evaluation and Information Disclosure

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
(1) Self-Evaluation			The annual plan has been achieved.
<p>① AIU will conduct self-inspection and evaluation every year and also have evaluation performed by the prefectural evaluation committee for local incorporated administrative agencies and the accreditation and evaluation organizations.</p> <p>② AIU will examine and revise the university's operational structure in terms of its curriculum, educational methods, student support, internal quality assurance, etc. by newly enlisting the help of overseas universities and other organizations. AIU will also have an external organization evaluate its performance in regard to the Top Global University Project twice (in 2016 and 2019) during the period covered by the</p>	<p>① AIU will conduct self-inspection and evaluation and also have an evaluation performed by the prefectural evaluation committee for local incorporated administrative agencies, and as for the AIU professional graduate school, through the accreditation and evaluation organization so that various aspects of the university education, research, organization, and management will be examined.</p> <p>② By the help of overseas universities and other organizations, AIU will examine its faculty personnel systems such as recruitment and performance evaluation.</p>	<p>○ We implemented self-inspection and evaluation, and underwent evaluation by the Local Independent Administrative Institution Evaluation Committee of Akita Prefecture and Certified Evaluation and Accreditation for Professional Graduate Schools by evaluation and accreditation organizations.</p> <p>○ We visited three universities in the U.S. in May to conduct a hearing survey on their faculty staff system and management system such as promotion process, ideal annual stipends, evaluation results and how the results are reflected in remuneration, etc. As for the SGU Project, we received rank A in the midterm evaluation by the Ministry of Education, Culture, Sports, Science and Technology.</p>	<p>(Significant Achievements) We underwent the Certified Evaluation and Accreditation for Professional Graduate Schools for the first time since the launch of the professional graduate school, and were evaluated as meeting global communication type professional graduate school.</p> <p>(Points Requiring Improvement/Plans for Improvement) Regarding the issues to be reviewed that were pointed out in the Certified Evaluation and Accreditation for Professional Graduate Schools, moving forward, we will summarize specific improvement measures in the improvement report and implement them.</p>

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
(2) Disclosure			The annual plan has been achieved.
<p>① AIU will actively disclose information on the state of the university operation, etc., its education and research activities, status of the progress made in regard to the medium-term plan, results of self-inspection and evaluation as well as evaluation conducted by external organizations, etc., through the university website and other media outlets.</p> <p>② AIU will improve its website and also actively provide information to mass media to disseminate more information on the university's community contribution activities that are benefiting the local communities.</p>	<p>① Through its homepage and public relation materials, AIU will actively disclose various information of the university, such as the plan of university management, student recruitment, financial situation, education and research activities, the evaluation results of the prefectural evaluation committee for local incorporated administrative agencies and the accreditation and evaluation organization.</p> <p>② AIU will actively disseminate the information to its community contribution activities through its homepage and various public relation materials as well as through mass media.</p>	<p>○ In addition to appropriately disclosing information on the university's website and PR materials, we also promptly responded to inquiries from outside, etc.</p> <p>○ We issued 4,500 copies of the booklet "2016 Regional Collaboration and Contribution Activities" which summarizes regional contribution activities of AIU, and distributed about 4,400 copies to municipalities in Akita prefecture and various educational organizations. We also posted the booklet on the university website. Efforts were also made to provide information on regional contribution activities and results on the university website as much as possible, and report and post articles on results and activities as required.</p>	<p>(Significant Achievements) Following the final evaluation by the Local Incorporated Administrative Agency Evaluations Committee of Akita Prefecture on the Annual Report AY2016, we properly showed the assumed dept on the Financial Statement.</p> <p>(Points Requiring Improvement/Plans for Improvement) NA</p>

III Measures for Achieving the Objectives on Improvement in Operational Management

4 Other Important Matters on Operation Management

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
(1) Improvement of Safety Management System			The annual plan has been achieved.
<p>① AIU will continuously improve the safety management system that is being adopted to ensure the safety of the students, faculty and staff members in accordance with its basic risk management guidelines and individual case-specific manuals and also regularly offer relevant training and drills.</p>	<p>①</p> <p>a. AIU will improve its risk handling manual by identifying anticipated risk items and set up the university risk management system by examining facility management and other management systems. AIU will also conduct sessions and training on risk management at the university and encourage staff members to participate in training sessions organized by outside organizations.</p> <p>b. • AIU will keep close contact with partner schools and AIU students abroad and promptly provide students with the security and safety information gathered from Ministry of Foreign Affairs and a risk management company to secure the safety of students studying abroad. And AIU will drive home the risk management to all students before their departure for study abroad by providing related education and guidance.</p>	<p>○ We devised and implemented an action plan based on Risk Management Regulation and Implementation Outline newly established last year, and reported and evaluated it at the Risk Management Committee at the end of the year. We also revised the crisis response guidelines and reassessed the rules for emergency response.</p> <p>○ We carried out safety verification once a month on all our students studying abroad, and in the event of sudden incidents, accidents, or disasters, those in charge would contact the students individually to check their safety and provide the required advise. For students who are about to leave to study abroad, information obtained from the Ministry of Foreign Affairs, embassy or crisis management company were notified promptly. External lecturers specializing in crisis management were also invited to give lectures on safety measures to be taken overseas and on crisis management as a compulsory class. In particular, to enable students to make and take correct judgments and actions in the event of an emergency, opportunities were created for students to think of what to do through case studies.</p>	<p>(Significant Achievements) We established an annual PDCA cycle ranging from the establishment to verifications of basic plans and action plans centering around Risk Management Committee, and the system for continuing efforts. For AIU students who are currently studying abroad, we not only check their safety regularly, but also contact them individually promptly as required in efforts to ensure safety.</p> <p>(Points Requiring Improvement/Plans for Improvement) NA</p>

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>② AIU will continuously improve the health management system that is being adopted to ensure sound health of the students, faculty and staff members. The university will also implement other health management measures such as provision of health advice by industrial physicians, nurses, etc.</p>	<p>② AIU will provide health advice by industrial physicians and nurses and disseminate to students the information on the preventive measures and actions against infectious diseases such as influenza and norovirus to prevent the spread of these diseases.</p>	<p>○ In addition to medical checkups, interviews by industrial doctors and nurses were carried out as necessary. The Health Management Committee members also patrolled the campus to regularly check safety on the school premise and maintain a safe environment. Newsletters on vaccines and health management were distributed to all students and faculty staff to call their attention and prevent the spread of infectious diseases.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>(2) Improvement in Education and Research Environment</p>			<p>OutlineThe annual plan has been achieved.</p>
<p>① AIU will conduct the maintenance and management of various university facilities and equipment in a proper and efficient manner in accordance with the facility management standard. The university will also repair or renew any university facilities and equipment that have deteriorated over time.</p> <p>② AIU will develop additional facilities such as new buildings where courses will be taught to accommodate the increase in the default number of incoming undergraduate students in addition to improving their living environment including the student dormitories.</p>	<p>①</p> <p>a. AIU will conduct the maintenance and management of various university facilities and equipment in a proper and efficient manner in accordance with the facility management standard. The university will also start the replacement of electrical equipment and air-conditioning equipment.</p> <p>b. AIU will continue the study on roles and main functions required to an envisaged lecture building and on the concrete construction plan (funding, construction schedule, methods and means of construction).</p> <p>②</p> <p>a. AIU will continue the study on roles and main functions required to an envisaged lecture building and on the concrete construction plan (funding, construction schedule, methods and means of construction).</p> <p>b. AIU will improve students' living environment including the student dormitories and apartment.</p>	<p>○ We updated the power receiving and transforming facility of building A and the air-conditioner facility of building B.</p> <p>○ We identified deformation of facilities such as deterioration and damages and carried out repairs as required such as outdoor lights and toilets of building C.</p> <p>○ We reviewed the need to install facilities for the new lecture hall following the increase in the faculty admission quota.</p> <p>○ We replaced deteriorated beds in Komachi Hall and the electrical hot water system in student dorms to improve living conditions.</p>	<p>(Significant Achievements) Innovation of the library search system and significant improvement of convenience have been realized towards the integrated operation of the library and Active Learning and Assessment Center (LDIC) from 2018.</p> <p>(Points Requiring Improvement/Plans for Improvement) Given that the mounting of the study abroad support function in the university administration system has stopped at the test phrase, efforts will be made to start actual operations from an early stage.</p>

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>③ AIU will systematically maintain and improve its ICT system.</p>	<p>③</p> <p>a. AIU will identify the timing of renewal and upgrading of its ICT related systems and systematically improve them.</p> <p>b. AIU will support the active and smooth use of the library system that was renewed last year to effectively use books and reference materials of the library.</p> <p>c. AIU will add its study abroad support system to the administration system toward the system integration and start the operation.</p>	<p>○ We updated 70 PCs in the IT classroom which had already passed 8 years since they were set up, as well as renewed the university online learning support system which had already passed its durable years, and Administration Office's file server system. We also started survey and review of the renewal of the financial accounting system which was installed when the university first opened.</p> <p>○ Following the renewal of the library search system, we also launched a system which can cross-sectionally search and browse not only book collections but also electronic databases and journals, etc. which AIU subscribe to, thereby dramatically improving user convenience.</p> <p>○ The department in charge of study abroad analyzed experience accumulating on a daily basis and new work methods, and reflected these in the specifications of the system configuration, as well as held discussions with subcontractors and further enhanced the configuration system to enable new functions and customization, etc. to be implemented.</p>	

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
(3) Implementation of Tighter Information Security Measures			The annual plan has been achieved.
<p>① AIU will enforce tighter physical security measures in order to protect the information system.</p> <p>② AIU will enforce tighter security measures from the human aspect by training and educating the users of the information system, and by other appropriate means.</p> <p>③ AIU will implement more advanced technical security measures such as security software for preventing unauthorized access and protecting against computer viruses, etc. in order to protect the information system.</p>	<p>① AIU will conduct a regular inspection on in/out logs in the server room and administration building.</p> <p>② AIU will conduct an information security training session for its faculty and staff members at least once per year.</p> <p>③ AIU will ensure the 24-hour surveillance on its information system and regular comprehensive inspection once per month.</p>	<p>○ In continuation from the previous year, the server room is constantly locked automatically, while the Administration Office is automatically locked outside the work hours, and room entry and exit were recorded by the IC card authentication gate. Cards for entering rooms on a temporary basis are managed using the registry and with the person holding the card.</p> <p>○ Information on information security was provided to faculty staff regularly by email, etc. to raise their awareness. In particular, training on how to deal with targeted attack emails was provided for faculty staff.</p> <p>○ The security of terminals and networks is constantly tracked by the central monitoring system. Abnormality report email sent at a set time every day is reviewed and immediate actions are taken.</p>	<p>(Significant Achievements) By carrying out simulation training on how to deal with targeted attack emails inside the Administration Office, we strongly promoted the awareness enhancement of staff related to information security.</p> <p>(Points Requiring Improvement/Plans for Improvement) -</p>

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>(4) Tight Enforcement of Legal Compliance</p>			<p>The annual plan has been achieved.</p>
<p>■ AIU will ensure that the faculty and staff members and students are in full compliance with the applicable laws, guidelines, etc. through such activities as SD and information sessions to be attended by the faculty and staff members and students.</p>	<p>① AIU will make laws and guidelines known to all faculty and staff members through FD, SD activities and other occasions and make sure they will be observed.</p> <p>② Taking various opportunities such as new student orientation, student dormitory meeting, and other student-gatherings, AIU will make sure that students will observe the guidelines and regulations regarding alcohol and drugs as well as harassment prevention and that they will be well aware of their manners in and outside of the university.</p>	<p>○ Using opportunities such as SD activities and FD activities, we promoted thorough awareness of the observation of laws and regulations, guidelines, etc.</p> <p>○ Through orientation for new students, Student Hall Committee, and 3 Student Housing Committees, we promoted the observance of manners and rules. Especially since the Fall semester, rules have become stricter for acts causing nuisance, violations, drinking, and smoking. Such revised rules were informed by email and one Student Hall Committee and two Student Apartments Committee were held in efforts to raise thorough awareness.</p>	<p>(Significant Achievements) Through repeated discussions with students, we carry out specific efforts such as observation of laws and regulations, expanding guidelines, etc. for improving manners, etc.</p>

IV Budget (including labor cost estimation), Revenue and Expenditure Plan, and Cash Flow Plan

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation																																																																																																										
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V Maximum Amount of Short-Term Borrowing Allowed			
Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>■ The maximum amount of short-term borrowing allowed is 100,000,000 yen to prepare for the event that the provision of management expenses grants, etc. to the university is delayed, etc.</p>	<p>■ The maximum amount of short-term borrowing allowed is 100,000,000 yen to prepare for the event that the provision of management expenses grants, etc. to the university is delayed, etc.</p>	<p>○ The maximum amount of short-term borrowing allowed was set at 100,000,000 yen, but none was actually borrowed.</p>	<p>NA</p>
VI Planned Assignment of Important Assets			
Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation
<p>None.</p>	<p>None.</p>	<p>None</p>	<p>NA</p>

VII Intended Use of Surpluses

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation																																										
<p>■ Any surpluses shall be used to cover the expenses for enhancing the quality of education and research being conducted at the university and also for improving university operation, facilities and equipment.</p>	<p>■ Any surpluses shall be used to cover the expenses for enhancing the quality of education and research being conducted at the university and also for improving university operation, facilities and equipment.</p>	<p>○ Out of the 166,853 thousand JPY approved in AY 2017 by the Akita Prefecture as a reserve fund for specific purposes, 94,456 thousand JPY was used to cover the expenses for enhancing the quality of education and research being conducted at the university and also for improving university operation, facilities and equipment.</p> <p style="text-align: right;">(unit: thousand JPY)</p> <table border="1" data-bbox="1670 625 2418 1312"> <thead> <tr> <th>Contents</th> <th>Fees</th> </tr> </thead> <tbody> <tr> <td></td> <td>Total:</td> </tr> <tr> <td></td> <td>94,456</td> </tr> <tr> <td>Refurbishment: cafeteria floor</td> <td>4,266</td> </tr> <tr> <td>Refurbishment: lavatories</td> <td>5,530</td> </tr> <tr> <td>Refurbishment: arm rails</td> <td>1,761</td> </tr> <tr> <td>Refurbishment: doors</td> <td>8,424</td> </tr> <tr> <td>Refurbishment: student apartments</td> <td>1,814</td> </tr> <tr> <td>Refurbishment: external building walls</td> <td>2,008</td> </tr> <tr> <td>Renewal: classroom equipments</td> <td>5,962</td> </tr> <tr> <td>Renewal: outdoor facilities</td> <td>7,572</td> </tr> <tr> <td>Renewal: student dormitory facilities</td> <td>4,217</td> </tr> <tr> <td>Renewal: entrance hall facilities</td> <td>2,052</td> </tr> <tr> <td>Renewal: water temperature regulator of student union building</td> <td>810</td> </tr> <tr> <td>Renewal: power source wiring of classrooms</td> <td>6,350</td> </tr> <tr> <td>Refurbishment: firefighting equipments</td> <td>8,572</td> </tr> <tr> <td>Renewal: in-campus wireless LAN management server</td> <td>1,436</td> </tr> <tr> <td>Refurbishment: outdoor lightings of Buildings A, E, and D</td> <td>9,612</td> </tr> <tr> <td>Refurbishment: Lighting facilities of Suda Hall</td> <td>6,067</td> </tr> <tr> <td>Renewal: refrigerator for cafeteria kitchen</td> <td>9,320</td> </tr> <tr> <td>Renewal: students apartment beds</td> <td>8,683</td> </tr> </tbody> </table>	Contents	Fees		Total:		94,456	Refurbishment: cafeteria floor	4,266	Refurbishment: lavatories	5,530	Refurbishment: arm rails	1,761	Refurbishment: doors	8,424	Refurbishment: student apartments	1,814	Refurbishment: external building walls	2,008	Renewal: classroom equipments	5,962	Renewal: outdoor facilities	7,572	Renewal: student dormitory facilities	4,217	Renewal: entrance hall facilities	2,052	Renewal: water temperature regulator of student union building	810	Renewal: power source wiring of classrooms	6,350	Refurbishment: firefighting equipments	8,572	Renewal: in-campus wireless LAN management server	1,436	Refurbishment: outdoor lightings of Buildings A, E, and D	9,612	Refurbishment: Lighting facilities of Suda Hall	6,067	Renewal: refrigerator for cafeteria kitchen	9,320	Renewal: students apartment beds	8,683	<p>NA</p>
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VIII Plan on the Use of the Reserve Fund that can be Allocated to Finance the University's Operation Pursuant to the Provision of Paragraph 4, Article 40 of the Act

Medium-Term Plan (AY 2016-2022)	Annual Plan for AY 2017	Operation Performance of AY 2017	Self-Evaluation																																				
<p>■ AIU intends to use the reserve fund to cover expenses that are required to develop and maintain various facilities, equipment, supplies, etc. for facilitating education and research and activities and also for improving student life at the university.</p>	<p>■ AIU intends to use the reserve fund to cover expenses that are required to develop and maintain various facilities, equipment, supplies, etc. for facilitating education and research and activities and also for improving student life at the university.</p>	<p>○ Fund carried over from the previous mid-term plan period totaling to 241,578 thousand JPY, approved by the Akita Prefecture, was partly used to cover expenses that are required to develop and maintain various facilities, equipment, supplies, etc. for facilitating education and research and activities and also for improving student life at the university.</p> <p style="text-align: right;">(unit: thousand JPY)</p> <table border="1" data-bbox="1670 646 2418 1234"> <thead> <tr> <th data-bbox="1670 646 2273 682">Contents</th> <th data-bbox="2273 646 2418 682">Fees</th> </tr> </thead> <tbody> <tr> <td data-bbox="1670 682 2273 718"></td> <td data-bbox="2273 682 2418 718">Total:</td> </tr> <tr> <td data-bbox="1670 718 2273 753"></td> <td data-bbox="2273 718 2418 753">89,773</td> </tr> <tr> <td data-bbox="1670 753 2273 789">Refurbishment: hallway of Building C</td> <td data-bbox="2273 753 2418 789">4,936</td> </tr> <tr> <td data-bbox="1670 789 2273 825">Refurbishment: road around Building C</td> <td data-bbox="2273 789 2418 825">6,988</td> </tr> <tr> <td data-bbox="1670 825 2273 861">Refurbishment: lighting facilities of Buildings E and F</td> <td data-bbox="2273 825 2418 861">9,396</td> </tr> <tr> <td data-bbox="1670 861 2273 896">Refurbishment: cafeteria air conditioning system</td> <td data-bbox="2273 861 2418 896">2,052</td> </tr> <tr> <td data-bbox="1670 896 2273 932">Renewal: electric water heater of student apartment</td> <td data-bbox="2273 896 2418 932">1,268</td> </tr> <tr> <td data-bbox="1670 932 2273 968">Renewal: data-sharing server</td> <td data-bbox="2273 932 2418 968">5,292</td> </tr> <tr> <td data-bbox="1670 968 2273 1003">Renewal: asset management system</td> <td data-bbox="2273 968 2418 1003">8,122</td> </tr> <tr> <td data-bbox="1670 1003 2273 1039">Renewal: e-Learning system for students</td> <td data-bbox="2273 1003 2418 1039">2,916</td> </tr> <tr> <td data-bbox="1670 1039 2273 1075">Refurbishment: wash basin facilities at Building C lavatories</td> <td data-bbox="2273 1039 2418 1075">9,720</td> </tr> <tr> <td data-bbox="1670 1075 2273 1110">Renewal: classroom PCs</td> <td data-bbox="2273 1075 2418 1110">9,731</td> </tr> <tr> <td data-bbox="1670 1110 2273 1146">Renewal: classroom audio-visual facilities</td> <td data-bbox="2273 1110 2418 1146">1,901</td> </tr> <tr> <td data-bbox="1670 1146 2273 1182">Renewal: classroom projectors</td> <td data-bbox="2273 1146 2418 1182">8,445</td> </tr> <tr> <td data-bbox="1670 1182 2273 1218">Renewal: classroom equipments</td> <td data-bbox="2273 1182 2418 1218">8,532</td> </tr> <tr> <td data-bbox="1670 1218 2273 1253">Renewal: student apartment equipments</td> <td data-bbox="2273 1218 2418 1253">3,780</td> </tr> <tr> <td data-bbox="1670 1253 2273 1289">Renewal: network communication facilities</td> <td data-bbox="2273 1253 2418 1289">6,696</td> </tr> </tbody> </table>	Contents	Fees		Total:		89,773	Refurbishment: hallway of Building C	4,936	Refurbishment: road around Building C	6,988	Refurbishment: lighting facilities of Buildings E and F	9,396	Refurbishment: cafeteria air conditioning system	2,052	Renewal: electric water heater of student apartment	1,268	Renewal: data-sharing server	5,292	Renewal: asset management system	8,122	Renewal: e-Learning system for students	2,916	Refurbishment: wash basin facilities at Building C lavatories	9,720	Renewal: classroom PCs	9,731	Renewal: classroom audio-visual facilities	1,901	Renewal: classroom projectors	8,445	Renewal: classroom equipments	8,532	Renewal: student apartment equipments	3,780	Renewal: network communication facilities	6,696	<p>NA</p>
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