EBERHARD KARLS UNIVERSITÄT TÜBINGEN

A Human Resources Strategy for Researchers:

The European Charter for Researchers and the Code
of Conduct for the Recruitment of
Researchers at the University of Tübingen

December 2019

Improved Actionplan

Abbreviations:
CIN = Center for Integrative Neuroscience
CTL = Center for Teaching and Learning
DF = Division VII – Finance
DGL = Division I – Development, General and Legal Affairs
DGR = Department for General Rhetoric
DR = Division II – Research
EDFO = Equality, Diversity and Family Office
EDO = Equality and Diversity Office
EFO = Equality and Family Office
ExStr = Excellence Strategy Section
FO = Family Office
FPT = Faculty of Protestant Theology
GA = Graduate Academy
HR = Human Resources Department
HRD = Unit for Human Resources Development
Int. RC & RS = Unit for International Research Cooperation and Research Strategies
Law = Faculty of Law
LEAD = LEAD Graduate School & Research Network
Med = Faculty of Medicine
OHM = Organizational Health Management
PCS = Psychosocial counselling service
PO = President's Office
PR = Public Relations Department
RS = Research Support
SI = Sports Institute
USC = University Sports Center
VP AA = Vice-President of Academic Affairs
WelCe = Welcome Center
WGR = Working Group "Recruitment" (HRD, staff unit digital transformation and change management)

Action 41	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Further expansion of measures to improve Good Scientific Practice	Accountability, good practice in research	M1: concept for course for supervisors (all disciplines) has been developed (Q2 2023) M2: first course for supervisors has been offered (Q4 2023) M3: Central website on Good Scientific Practice has been expanded (Q1 2024)	GA, Faculties	The University has set itself the goal of constantly expanding the course program on Good Scientific Practice. The Graduate Academy included a wide range of information on the topic on its information portal and set up a central website, which will be further expanded (https://uni-tuebingen.de/en/119123). In particular, we will further enhance the courses for supervisors and trainers.
	Current Status	Remarks		
	new	This action is the further development of actions 1-3.		

Action 42	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Establishment of a certificate program on science communication	Public Engagement, Career Development	M1: Concept development finished (Q1 2021) M2: Start of the first cohort (Q2 2021) – partially graduated (Q3 2022) M3: Start of the second cohort (Q2 2022)	GA, DGR	The certificate program "Science Communication and Media Competence" supports researchers in acquiring and developing the skills to communicate and share their research. The program contributes to a broader social discourse on knowledge. It offers workshops in the core areas of writing, visualization, presentation, interview training, and project development (in English). Each cohort consists of 12 carefully selected postdocs, junior research group leaders and junior professors with a 2-year timespan to complete the required workshops and courses in the program.

		M4: Continuation (ongoing)		
	Current Status	Remarks		
	new			
Action 43	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Networking and information event for postdocs (Postdoc-days)	Working conditions, access to career advice	M1: Postdoc Days take place for the first time (Q3 2022) M2: Evaluation of the Postdoc Days (Q1 2023) M3: Preparation of requirements and coordination with the units involved and the University management (Q3 2023) M4: Establishment of onboarding process (Q1 2024)	GA, RS	Onboarding, networking and information for postdocs: In order to increase the visibility of the target group of postdocs, to enable networking and to further anchor the University of Tübingen's advisory services, we will establish an onboarding process for postdocs. In September 2022, Postdoc Days took place as a pilot project. After the evaluation of the Postdoc Days, the needs of the target group will be further evaluated and based on this, we will establish a more extensive onboarding process.
	Current Status	Remarks		
	new			
Action 44	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Creation of a career website	Transparency (Code)	M1: Conception of content (Q2 2022) M2: Preparation and coordination with participating units and	ExStr, GA	The creation of a career website ensures transparency in the hiring processes and provides potential applicants with information about the University of Tübingen as an employer. At the same time, by presenting its benefits, the University can attract the best researchers and increase its attractiveness as an employer.

		Timing		
		University management (Q3 2022) M3: Website is online (Q2 2023)		
	Current Status	Remarks		

Action 45	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Development of a strategy for international recruitment	Recruitment, Recognition of mobility experience (Code)	M1: Create and fill position for international recruitment (Q1 2022) M2: First draft of strategy for internal feedback (Q4 2022) M3: Subproject 1 (Career Website, see Action 44) completed (Q2 2023) M4: Subproject 2 (Brand Ambassador Videos) completed (Q2 2023) M5: Strategy (with catalogue of measures) published (Q4 2023)	ExStr, DR	The University created a new position for international recruitment for an initial period of two years to develop a strategy for the effective recruitment of international talents. It aims to optimize the University's services and communication to increase its appeal for international researchers and to lower the barriers that impede international mobility.
	Current Status	Remarks		

Action 46	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Establishment of a research integrity office	Ethical Principles, Professional Attitude	M1: WG for the implementation of the DFG code consisting of members of the faculties was established (Q1 2022) M2: WG formulates needs for necessary measures (Q1 2023)	DR	In Q1 2022, a Research Integrity Office was established in the Division for Research for an initial period of two years. Its goal is to accompany the implementation of the DFG Code and to further promote Good Scientific Practice (see also Action 41).
	Current Status	Remarks		

Action 47	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Guidelines for the postdoctoral phase	Postdoctoral appointments	M1: Internal training WissZeitVG (Q1 2023) M2: Conception of the content of the guidelines (Q2 2023) M3: Preparation and coordination with participating units and University management (Q4 2023) M4: Guidelines created & published online (Q2 2024)	GA	In order to increase the transparency and plannability of careers for early and mid-career researchers, we will develop guidelines that set University-wide standards for the phase between doctorate and professorship. As a first step, staff in consulting services will be trained on the amended Wissenschaftszeitvertragsgesetz (WissZeitVG), which serves as the basis for fixed-term contracts.
	Current Status	Remarks		

Action 48	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Expansion of career development offers for postdocs	Access to research training and continuous development	M1: Provide individual coaching for postdocs (Q2 2021) M2: Regular implementation of Science & Career Talks (Q4 2021) M3: Offer webcasts + individual counselling (Q3 2022) M4: Organise an information event on HAW professorships (Q4 2022) M5: Offer career development course (Q2 2023) M6: Offer IDPs (Q1 2024)	GA, ExStra	Building on the actions already implemented, we will further expand our services in order to make the postdoc phase more transparent and successful and to make informed decisions about career paths. The individual coaching aims to support postdocs, junior research group leaders and junior professors as well as possible in their personal and professional development in this career phase, which is characterised by uncertainties due to fixed-term contracts. The Graduate Academy provides coaching on topics such as career planning, appointment negotiations, leadership tasks, communication skills, team competence and self-management. With the "Science & Career Talks" format, the University is reinforcing its activities in the area of gender equality within the framework of the Excellence Strategy and invites experienced and successful female researchers to Tübingen. Regular events have been held since the end of 2021. In addition, we offer webcasts for career planning, which are supplemented by the offer of individual consulting. As part of the consulting on strategic career development for postdocs, we will organize an information event on a career as a professor at a university of applied sciences in cooperation with Reutlingen University. Furthermore, we will set up an extra option for a six-month career development course. The Graduate Academy will include Individual Development Plans (IDPs) as tools in its portfolio.
	Current Status	Remarks		

Action 49	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Quality management in the doctoral and postdoctoral phase	Recognition of the profession	M1: Development of a quality management manual for doctoral studies (start Q1 2024) M2: Design and conduct quantitative surveys of doctoral candidates (start Q3 2023) M4: Survey of doctoral candidates & postdoctoral researchers (Q2 2025) M5: Evaluation & derivation of measures (Q3 2025)	GA	A quality management manual is to be established for quality assurance. In addition, needs of academic staff in early career phases are to be determined and their satisfaction with the University's services is to be elicited. For this purpose, surveys will be conducted among doctoral candidates and postdoctoral researchers. The introduction of a system for the administration and recording of data of doctoral candidates (see also separate action) at the University of Tübingen will ensure both the complete delivery of data to the Landesamt für Statistik and a standardisation of doctoral administration for quality assurance purposes. The knowledge gained from this will serve as the basis for determining the fundamental population for the surveys. Further needs and recommendations for action are to be derived from the evaluation of these surveys.
	Current Status	Remarks		

Action 50	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Implementation of a doctoral candidates management system	Working conditions	M1: Work Group Kick-Off (Q1 2022) M2: Critical Evaluation of administrative processes (Q1-Q3 2022) M3: Defining new administrative processes	GA	The University of Tübingen will implement a new PhD administration software in order to standardize and harmonize administrative processes at the University of Tübingen, as well as the collection of data requested by the Landesamt for Statistik. The new software ensures a more transparent and accessible PhD administration both for staff members and doctoral candidates, and establishes a new quality standard at the University of Tübingen. Based on this, the basic data gathered may also assist in drafting surveys for doctoral candidates and postdoctoral researchers for quality assurance purposes (see also Action 49).

		M4: Software evaluation and decision (Q2-Q4 2022) M5: Software Modifications and Beta-Testing (Q1-Q4 2023) M5: Data migration into new system (Q1-Q2 2024) M6: Instructions and training for Software users (Q1-Q3 2024) M7: User Manual and Support (Q4 2024-Q1 2025)		
	Current Status	Remarks		

Action 51	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Implementation of the Promotionskodex	Relation with Supervisors	M1: Print and Distribution (Q4 2022-Q1 2023) M2: Implementation among Faculties with workshops (Q1 2023 and onwards) M3: Integration in regular events (Q1 2023 and onwards)	GA	The Promotionskodex (PK, guidelines for good supervision) describes the duties of supervisor and doctoral candidate. Under the implementation strategy, every new doctoral candidate will receive a printed edition of the PK upon acceptance by the doctoral office. Furthermore, every supervisor will receive a printed edition. In addition, the PK is supplemented by a regularly updated website. To ensure implementation in the faculties we will regularly offer workshops for supervisors. Additionally, information about the Promotionskodex will be implemented into regular events such as the Doktorandentage and the Welcome Event for new doctoral candidates. Additionally, newly appointed professors and junior group leaders receive a paper version at the onboarding event.

	Current Status	Remarks		

Action 52	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Guideline on the financing of childcare costs	Funding and salaries	M1: Adoption of the guideline in the president's office (Q3 2022). M2: Establishment of the organisational structure and communication of the guideline (Q4 2022 and Q1 2023) M3: Implementation of the measure (from Q2 2023)	FO, DR, DF	The University of Tübingen supports the compatibility of family and career by funding childcare. This commitment is particularly important as there is no adequate legal framework.
	Current Status	Remarks		

Action 53	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Recommendation on the consideration of child-raising periods in the assessment of scientific academic performance in appointment procedures	Variations in the chronological order of CVs (Code)	M1: Preparation of the recommendation on the consideration of care periods in appointment procedures (Q4 2022). M2: University-wide agreement on the recommendation (Q1 2023) M3: Application of the recommendation (Q1 2023)	EFO	The University-wide recommendation on the consideration of care periods in appointment procedures is intended to find a practicable solution for the conditions of the appointment committees, in addition to compensating for disadvantages related to gender and life situation.
	Current Status	Remarks		

Action 54	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Support in balancing work and family life	Gender balance, working conditions	M1: Concept development for the establishment of a babysitter-pool (Q3 and Q4 2022) M2: Announcement (Q1 2023) M3: Implementation and realisation (from Q2 2023) M4: Concept development for a children's sports week (Q3 2022) M5: Implementation of the preparatory course and the children's sports week (Q4 2022 to Q3 2023)	FO, SI, USC	We promote the compatibility of family and career through providing professional child and infant care services. We offer further promotion of the compatibility of family and career with holiday programs for primary school children.

Current Status	Remarks			

Action 55	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Promoting and raising awareness for gender, care and diversity	Gender balance	M1: Find cooperation partners for gender, care and diversity awareness campaign (Q3 and Q4 2022) M2: Develop concept (Q4 2022 and Q1 2023) M3: Implementation (Q2 2023 onwards)	EDFO, FPT	The University of Tübingen is committed to culture change towards a gender-, care- and diversity-sensitive University through a specially designed awareness-raising campaign. Analogous to gender equality issues (TEA program, to create equal opportunities right from the start of studies), we will create the possibility of funding diversity-related courses at faculty level.

M4: Develop a programme to promote diversity in research and teaching at the faculties (Q2 2023)
M5: Apply for corresponding funding (Q3 2023)
M6: Announcement of the programme (Q4 2023)

M7: Conception of an interdisciplinary theme week "Diversity and Antidiscrimination" by the Equal Opportunities Commission of the Faculty of Protestant Theology in consultation with the Equal Opportunities Officers of the Faculty of Catholic Theology and the Centre for Islamic Theology (WS 22/23)
M8: Implementation of the interdisciplinary theme week on diversity (Summer Semester 23)
M9: Evaluation, revision of the concept and, if applicable, continuation of the project (WS 23/24-SS24)

During one week in the summer semester, the Catholic, Protestant and Islamic theologies will open all courses to interested audiences and deal with the topic of diversity and anti-discrimination. This will highlight the cross-sectional nature of the topic and students and teachers can focus more closely on diversity and anti-discrimination. If applicable, the week will be framed by additional suitable workshops and events.

Addressing the issue of gender, care and diversity is also a task for everyone in the other faculties.

	Current Status	Remarks		
Action 56	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Relaunch of the website of the Faculty of Protestant Theology for more transparency	Dissemination, exploitation of results	M1: Complementary areas on the website for new employees (Q4 2022-Q4 2023)	FPT	A new area on the website is intended to provide orientation for newcomers to the faculty in order to gain an initial overview, as the same questions often arise.
		M2: Creation of an area on the website specifically for doctoral candidates and postdoctoral researchers (Q4 2022-Q4 2023)		In addition, we will set up a separate area for doctoral and postdoctoral studies, where all important information and services for the qualification phase can be found. In addition, there are links to further information on the Graduate Academy and central administration websites, which have not been sufficiently prominent so far.
		M3: Continuous translation of central parts of the faculty website into English (Q4 2022-Q4 2024)		We aim to continuously translate the faculty website into English. Prospective international students, potential employees and cooperation partners should have access to the most important information in a reliable English translation. In this way, we increase international appeal and make information more easily accessible.
		M4: Embed research news on the website (Q1 2023-Q1 2025)		We will present current research projects, results, high-quality Master and PhD theses, new publications, conference reports, etc. in suitable communication formats on the homepage. Professional audiences and a broader public gain an impression of the faculty's current research projects and results.

	Current Status	Remarks		

Action 57	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Expansion of leadership development for new and experienced leaders in academia, administration and technology	Continuing Professional Development	M1: Creation of a target group-specific coaching pool (Q2 2021) M2: Arrangement of Individual Coaching on request (Q2 2021) M3: Open offer of Individual Coaching in challenging situations as part of leadership development (Q4 2022) M4: Establishment of two peer advice groups (executives & female executives) (Q4 2021). M5: Establishment of existing and foundation of new peer advice groups (ongoing).	HRD	Professors have the opportunity to work on current challenges within the framework of individual coaching. Human Resources Development supports the clarification of the request, matching and evaluation. Via peer advice for leaders in academia, administration and technology, colleagues have the opportunity to exchange views on concrete professional challenges on an equal footing. They use the structured process to jointly develop possible solutions. This creates a variety of perspectives, expands their options for action, and develops not only their problem-solving and methodological skills, but also their leadership skills. Human Resources Development coordinates and moderates the groups and regularly offers introductory events to form new groups.
	Current Status	Remarks		

Action 58	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Integration of the guidelines on good	Supervision and	M1: Draft concept for the integration of the guidelines into	HRD	Good leadership and good cooperation are the basis for excellent results at the University of Tübingen. In addition to the usual criteria (publications, third-party funding, teaching experience, experience abroad, etc.), the appointment

| leadership in appointment procedures and day-to-day leadership | managerial duties | appointment procedures in cooperation with the president's office and the faculties (Q4 2022). M2: Pilot phase of the integration of the guidelines into appointment procedures with systematic evaluation (Q1 - Q4 2023)

M3: Workshops with the governing bodies of all faculties to integrate the guidelines in day-to-day leadership (Q2 2022 - Q2 2023) M4: workshops with academic leaders to integrate the guidelines in day-to-day leadership (Q3 2022 - Q2 2023) M5: ongoing offer on request | | process takes into account existing leadership skills and potential. Goal: First-time and newly appointed professors know that their range of duties includes research, teaching, administrative and leadership tasks and consider the guidelines of good leadership as a basis.

The governing bodies familiarize themselves with the intention of the president's office and the contents of the guidelines. They are prepared for questions and demands from subordinate levels. We offer all leaders the opportunity to integrate the guidelines of good leadership into their everyday professional lives through individually appropriate leadership actions. The two types of workshops specifically address governing bodies on the one hand, and (academic) leaders on the other. |
| | Current Status | Remarks | | |

Action 59	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Offboarding-Program	Working conditions	M1: Concept development and presentation to the rectorate (Q3 2022)	HRD	The offboarding program is designed to accompany exit processes in a structured manner, thus helping to ensure that valuable knowledge is not lost, that impetus is gained for organizational development, and that a positive image of the University of Tübingen as an employer is maintained. To this end,

		M2: Pilot phase with focus on leaders in science and administration (Q1 - Q4 2024) M3: Evaluation (Q2 2025) M4: Expansion to other status groups (Q4 2026)		HRD develops and implements measures to support knowledge transfer, to collect feedback from departing employees in a structured manner, and to positively shape the exit process.
	Current Status	Remarks		

Action 60	Gap Principles	Timing	Responsible Unit	Indicators/Targets
University recruitment strategy for staff recruitment and professionalization of staff selection	Recruitment	M1: Establishment of a "Recruitment" WG on behalf of the Executive Vice-President (Q1 2022) M2: Establishment of a "Training" WG and kick-off meeting (Q3 2022) M3: Concept development to cover staffing needs with focus on IT staff and leaders (Q4 2022) M4: Provision of materials and implementation of workshops to design the staff recruitment and selection process (ongoing) M5: Extend measures to other status groups (Q1 2023 - Q2 2024) M6: Evaluation and implementation (Q3 2024)	WGR	Due to an increasing shortage of skilled applicants attracting and recruiting qualified staff requires increased commitment on the part of the University of Tübingen. In order to counteract increasing recruitment difficulties in specific areas of expertise, the University of Tübingen strives for a recruiting strategy that takes into account not only the external impact of the University in employer portals, but also internal University process chains and new recruiting tools. The University as an educational institution will also be a topic. In addition, we will establish a central careers website (Action 44).

	Current Status	Remarks

Action 61	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Consulting and resolving procedures in the area of HR compliance	Complaints/Appeals	M1: Decision on linking the planned ombudsperson's service in the event of neglect of management responsibility in the planned University-wide HR compliance procedure (Q3 2021) M2: Decision of the president's office to implement a professional consultation and clarification procedure in the area of anti-discrimination/sexualized harassment/violence) (Q1 2022) M3: Working meeting and expert workshop (Q3 - Q4 2022) M4: Establishment of a contact point for HR compliance (Q1 - Q2 2023)	HRD, DGL, EDFO, HR	The goal of the University of Tübingen is to establish a coordinated University-wide consultation and clarification process in the area of HR compliance, in which those affected are accompanied and advised on specific topics. The implementation of the Anti-Discrimination Guidelines play a central role here. The same applies to the topics of ensuring leadership responsibility, Good Scientific Practice and the supervision of doctoral candidates settled in the Promotionskodex. The faculties and the Divison for Research support the responsible units in an advisory capacity.

		M5: Creation of a pool of external mediators (Q1 2023) M6: Adoption of anti-discrimination policy (Q1 - Q2 2023)		
	Current Status	Remarks		

Action 62	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Mental Health	Research environment	M1: Training of the first cohort (Q1 2023) M2: Pilot phase with ongoing evaluation (Q1 - Q4 2023) M3: Establishment of a supervision group (Q2 2023) M4: Overall evaluation and continuation (Q1 2024)	OHM, PCS	High pressure, dependencies and insecure employment lead to additional stress for researchers. The aim is to provide a fast, low-threshold and professional support service in the event of severe psychological stress and crises.
	Current Status	Remarks		

Action 63	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Teambuilding	Continuing professional development	M1: Expansion of the pool of trainers (Q3 - Q4 2022) M2: Development and implementation of a communication concept (Q3 2022)	OHM	One of the central leadership tasks is to create conditions and relationships that promote work and health. With team development measures, we support leaders with external team developers to implement current topics and changes in the team (personnel changes, new projects, conflicts) in a structured way.

		M3: Development of a toolkit to ensure the sustainability of the measure (Q4 2023)		
	Current Status	Remarks		

Action 64	Gap Principles	Timing	Responsible Unit	Indicators/Targets
New Work: Changing working conditions - new challenges for (academic) leaders	Working conditions	M1: Participation in the MWK's "New Work" think tank (Q3 22 - ongoing) M2: Expansion of the offer of accompanied team development for change processes (Q3 2022) M3: Inventory and identification of topics for "New Work measures" at the University M4: Expansion of the range of workshops in the area of "changed working conditions", e.g. hybrid leadership, virtual teams, new work at the University, etc. (Q1 2023 - ongoing)	HRD, OHM	Digitalisation and not least the covid pandemic have changed the way of working at the University, in individual departments and project groups. The aim is to support leaders in these change processes in strategic, conceptual, methodological, organisational and legal ways. We envision further changes not just after the pandemic but also as a consequence of the upcoming energy crisis. This will involve all areas of the University's administration and research.
	Current Status	Remarks		

Action 65	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Actively addressing outstanding graduates in the First Examination of a law degree	Gender Balance	M: Implementation of the active approach (from Q3 2022) M: Continuation in semester rotation (from Q1 2023)	Law	The Dean invites graduates with particularly good grades to an interview during the oral part of the First Law Examination. Here the graduates will be informed about opportunities and perspectives at the Faculty of Law after completing their studies, such as doctoral studies and working at the chair. It has been shown that many well-qualified female and male lawyers do not pursue the option of an academic career after the First Examination, partly because information on this is lacking. Women in particular drop out at this stage; the doctoral rate for women is about one third even though the graduation rate at the First Law Examination is about 60%.
	Current Status	Remarks		

Action 66	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Expansion of offers to improve excellent teaching	Teaching	M1: Exchange format on teaching in junior professorship (pilot phase) (Q4 2022) M2: Re-launch of teaching coaching (Q1 2023) M3: Focus on resilience in everyday academic teaching (Q2 2023)	CTL	The exchange format is a pilot project of the Center for Teaching and Learning together with the Graduate Academy to support junior professors' teaching skills, especially with regard to their evaluations. We aim to restart the teaching coaching, so that the format will be rebuilt after a break due to the pandemic. Additionally, we will offer the focus topic on resilience in everyday academic teaching in 2023 as a workshop for postdocs, academic councilors and habilitation candidates to further develop teaching skills and clarify their role in everyday academic life.
	Current Status	Remarks		

Action 67	Gap Principles	Timing	Responsible Unit	Indicators/Targets
Mentoring in the Science Tracks of the Faculty of Medicine	Access to career advice	M1: Conception (Q2 2023) M2: Implementation in first pilot area (Q2 2024) M3: Expansion to science tracks (Q4 2025)	Med	We will establish a mentoring program in the planned science tracks (Clinician, BioMedical, Data and Education Scientists) of the Faculty of Medicine. The program is being developed in close cooperation with the Graduate Academy.
	Current Status	Remarks		