

President's Position Statement for 2010

To All Faculty, Staff and Students at Nanzan University

Since I took office as President in April 2008, I have considered and implemented various policies to enhance our uniqueness keeping in mind the key phrase "Nanzan Difference". Looking back on these two years, I believe that with your cooperation much has been accomplished. But, there remain things that are yet to be accomplished. In developing the President's Position, I have focused on the realization of the Grand Design's mid- to long-term goals and so continue to make "Further Strengthening of Nanzan's Internationalization" our top priority. To that end, we will establish the "Office for Internationalization" as a special committee. Further, recognizing the importance of the long-standing concerns regarding the revitalization of "Nanzan: Famous for Language Studies", we are making the development and enhancement of English education a priority as we approach the reorganization of Nanzan Junior College into the Junior College Faculty in 2011. Through these initiatives we will make 'empowering the individual to become a power in and for the world' a visible reality.

In addition to the above, long-standing issues such as improving the quality of education and research, procuring quality students, producing competent graduates, and managing the physical properties of the Campuses must also be addressed. We are making the establishment and implementation of the "Three Policies" a new priority as a means of ensuring the quality of our education.

While the selection of priority issues is necessary, what is most important is for each constituent member of the University to recognize the responsibilities and missions that have been bestowed upon all of us and to deepen our understanding of Nanzan's educational principals through dialogue with society and with students. I will address this point further in the Basic Position.

I. Basic Position

Our Mission as a Catholic University

Nanzan University is what is called a "mission" school, but the meaning of "mission" has changed over time. At the 2006 General Assembly of the Divine Word Society, the founding body of Nanzan Gakuen, it was reconfirmed that the mission of the Divine Word Society is to be described as "Prophetic Dialogue". Nanzan University needs to contribute to this mission of Prophetic Dialogue in a fashion appropriate for higher education.

On hearing this phrase for the first time, I felt it was extremely appropriate for an institution of higher education such as a university. A prophet is someone who modestly seeks truth, produces knowledge and conveys the outcomes to society and future generations. Although you might not be familiar with this Christian terminology, this is also the responsibility of university instructors. If we see university instructors as prophets, i.e. an instructor who has “Received the Word” (someone with knowledge), this phrasing succinctly expresses the basic posture demanded of the teaching staff.

What is emphasized in Prophetic Dialogue is not unilateral communication. The primary mission of Nanzan University’s teaching and administrative staff is the propagation of *Hominis Dignitati* (For Human Dignity – our educational motto), as an enduring value in a globalized modern society, and through dialogue to expand the understanding of this principle and to deepen and widen its application. Nanzan University’s organizational responsibility, while cleaving to its principles and values, is to provide opportunities for dialogue on culture, science and religion and to pursue our educational responsibilities. In other words, as a way to further individual strengths in becoming a power in and for the world, each member has the mission to engage in Prophetic Dialogue with those who have different languages, cultures or religions. The result of accomplishing this mission naturally leads to the dissemination of a deeper understanding of our educational principle.

II. Top Priorities

1. Strengthening of Internationalization

To meet the challenges of today’s globalism and internationalization, I believe it is important to see Japan from an outside perspective and to experience multiple cultures. Today, about 500 students annually go on long-term and short-term overseas stays, including the language training programs sponsored by Nanzan. Among those students, in 2009, 101 students utilized Nanzan’s overseas studies programs (University Exchange Program, Recommended Study Abroad Program, Authorized Study Abroad Program). Additionally, 132 students took advantage of a leave of absence and went overseas on their own. By taking a leave of absence, these students are naturally unable to graduate in four years. To change this situation, urgent issues to be addressed are reforming the system and increasing the number of universities with which we have exchange agreements and strengthening those relationships. This will also enable more foreign students to come to study at Nanzan.

In order for Nanzan to be “a preferred university option for students from all over the world” and for Nanzan to produce “quality graduates for the world market” as stated in the Grand De-

sign, we need to enhance our programs for accepting students from overseas as well as sending our students overseas. Currently, students coming through exchange agreements come for the sole purpose of studying the Japanese language at the Center for Japanese Studies and so, in practice, the universities with which we have exchange agreements have been limited to universities that offer a Japanese language major. As a consequence, it has become difficult to increase the number of exchange agreements and the number of foreign students coming to Nanzan.

It is understandable and natural to come to Japan with the sole purpose of studying Japanese. However, if our Faculties and Graduate Schools offered courses (particularly introductory courses) in English (or other languages) for the purpose of accommodating foreign students, we could increase their numbers. With this in mind, I request that efforts be made to offer such courses. Further, we will consider concrete collaborations between the Center for Japanese Studies (CJS) and Faculties and Graduate Schools for the purpose of accommodating foreign students who come with the purpose of acquiring a Bachelor's Degree, as has been done at the Faculty of Policy Studies.

I would appreciate cooperation from Faculties and Graduate Schools with the purpose of strengthening ties with Catholic universities. Currently, Nanzan has exchange agreements with 61 universities of which only 10 are Catholic universities. Since 210 universities belong to the International Federation of Catholic Universities, the current ties we have with Catholic universities are insufficient. I request that the Faculties and Graduate Schools discuss comprehensive affiliation programs including research exchanges and student exchanges in addition to offering courses in English.

In recent years, 140-150 students have been accepted from among the approximately 180 students who have applied each academic year for the Center for Japanese Studies programs. The main reasons for the limitation on the number of students who can be accepted are housing (with host-families or in the International Residence Halls) and the number of teachers available. The universities and organizations with which we have exchange agreements are already requesting that we accept 20 to 40 more students each year. Therefore, we can easily increase the number of foreign students by several tens of students by fixing our accommodations situation. Although this may increase the workload for those in charge of making this a reality, we should consider increasing the number of foreign students to 200.

I request that the Faculties and Graduate Schools consider ways to enhance exchanges at the faculty and researcher levels. We have many years of experience in sending our faculty members overseas and have enjoyed some level of success. However, our experience in accommodating

overseas faculty members and researchers is limited. In order to achieve international exchange in a true sense we need to encourage exchanges at the faculty and researcher levels in addition to exchanges at the student level.

1) Strategic Promotion of Internationalization

Although our University's internationality has enjoyed a high reputation throughout the local community, considering the competition from other universities and the need for differentiation from them, we need to bring more substance to our internationality. I am convinced that common recognition has matured among the teaching and administrative staffs that the strengthening of our internationality is what is needed to make the Grand Design a sure reality.

In 2010, as a way to promote internationalization at all levels within the University, we will launch as a special committee, the "Office for Internationalization", as an organization that plans, implements and evaluates policies and concrete ideas from a university-wide perspective. The "Internationalization Promotion Projects", for which a special budget was assigned starting in 2009, are one attempt at strengthening our internationalization through the promotion of internationalization through research and education within Faculties, Graduate Schools and Research Centers. For 2010, we have accepted applications from five Faculties, Graduate Schools and Research Centers (the Faculty of Foreign Studies, Nanzan School of Law, the Graduate School of Business Administration, the Graduate School of Mathematical Sciences and Information Engineering, and Nanzan Institute for Religion and Culture). I hope that these five Faculties, Graduate Schools and Research Centers will take the lead in promoting internationalization and implement their plans steadily so that the fruits of their projects will spread throughout the University.

2) Strengthening the Exchange Relationship with Sogan University

As part of our continued efforts to establish ties and strengthen the ties with Catholic universities throughout the world, we would like to expand our relations with Sogan University in Republic of Korea, with which we have a comprehensive agreement between the universities and an affiliation agreement between the law schools, by beginning negotiations for overseas exchange programs at the Faculty and Graduate School levels, for recommendation admissions for the Graduate School, and further, for research exchanges for faculty members. Further, we will plan to initiate sport competitions between the universities which we hope will develop into something similar to the Sophia-Nanzan Interuniversity Competition.

2. Reorganization of Nanzan Junior College into the Junior College Faculty

In April 2011, Nanzan Junior College will move to the Nagoya Campus and is expected to be reorganized as the Junior College Faculty (application being submitted to the Ministry of Education and Science in April 2010). One purpose of this reorganization is to take advantage of key elements of Nanzan Junior College's English education that has been focused on practical usage and to incorporate the University's traditional academism into the Junior College Faculty. Through these exchanges, we hope to achieve synergistic improvement in the quality of both English education programs and to implement new language education methods.

III. Education and Research

1. Establishing "3 Policies"

For a university to ensure the quality of education is an expected social commitment and should be self-initiated. A way to institutionalize the ensuring of educational quality is through the establishment of the "3 Policies". University-wide "Admission Policies" have already been established. Now I request that all Faculties and Graduate Schools establish "Curriculum Policies" and "Diploma Policies". The establishment of these policies should be carried out with the utmost diligence as this will interactively impact admission requirements (entrance), educational content spanning four years (substance), and graduation requirements (exit). I request your sincere efforts in this regard so that the policies will not become just "pie-in-the-sky".

Some universities have increased the number of class sessions per semester to 15 (excluding final exams). I believe that in establishing our Curriculum Policies we need to consider that possibility. I request that the administrative divisions assess what problems and issues may surface if this is implemented. According to the Central Council for Education, one credit should be awarded for 45 hours of studying. Our University's rules and regulations state that students are supposed to spend 2 hours of preparation for one hour of lecture class. I request that faculty members present their lectures based on these principles and that they pursue objective and rigorous grading so the GPA system functions.

2. FD/SD Activities

To ensure our educational quality, FD/SD activities should not be undertaken just as a formality, but should be undertaken so that in a true sense they lead to higher student satisfaction and motivation among the educational staff. At Nanzan, the initiatives we are implementing include the assessment and evaluation activities by the Self-Assessment and Self-Evaluation Committee, the implementation of "Student Course Evaluations" by the FD Committee, and the various projects proposed by the Nagoya Consortium for Faculty and Staff Development. I request that all

teaching staff take advantage of the benefits of these initiatives and recognize the importance of guaranteeing education quality.

3. Procurement of Competitive Funds

Competitive funds from external organizations contribute not only to the financial management of the University, but also function as an index of the quality of our research and education. Thus, we will continue to encourage the applications for and the procurement of external funds such as Grants-in-Aid for Scientific Research offered by the Ministry of Education and Science.

In 2009, the Department of British and American Studies, Faculty of Foreign Studies and the Office of Student Affairs were solo recipients of governmental subsidies for the following two initiatives under the Ministry of Education and Science Program for Promoting University Education and Student Support: “Program for Promoting University Education Reform (Ensuring and Advancing Educational Quality at the University)” and “Program for Promoting Student Support (Comprehensive Student Support including Enhanced Employment Advisement)”. Further, the Graduate School of Business Administration in collaboration with Aoyama Gakuin University and Kwansei Gakuin University was awarded funds for “Strategic University Collaboration Support Program for the Enrichment of University Education”. I expect Faculties and Graduate Schools to utilize the University offered support systems and to be proactive in planning and submitting applications in 2010.

4. Reconsideration of the System of Distributing Research Funds

To date, for most of the research funds (personal research funds, library funds, and travel funds), specific applications have not been necessary and the same amount has been distributed to everyone. This current method has some merit vis-à-vis the support of long-term research projects. However, we should also consider the motivational impact that can be achieved by changing distribution ratios for faculty members depending upon their research outcomes. Since the majority of research funding comes from student tuition and government subsidies, returning the benefits of research to students and society is a responsibility of the faculty members receiving funds. In 2010, I request that the Faculties and Graduate Schools discuss the implementation of research distribution methods that strike a balance for faculty members and society, and that take into account the contexts and situations particular to each Faculty and Graduate School.

5. Alliances

Considering that one of the strengths of our University is the comprehensiveness of having a Primary School, Junior High Schools and High Schools in our Gakuen, we need to propose a system in which educational quality is improved through such alliances and in which the schools

within the system benefit. However, as was pointed out by the External Evaluation Committee in 2009, our University is not sufficiently utilizing this potential strength. It is important that we take leadership in the Intra-Gakuen Alliance Promotion Council so that Nanzan University would be the preferred choice for students within the schools of the Gakuen. Being a preferred choice within the Gakuen is the first step in becoming a preferred choice in the wider society.

Strengthening ties with Catholic universities throughout the world is an important goal for Nanzan University which has the Divine Word Society as its founding body. Thus, building on the ties with Sogang University (Republic of Korea) and Universitas Sanata Dharma (Indonesia) we will focus on enhancing and promoting ties with universities in Asia.

I also request that the Faculties and Graduate Schools consider taking a proactive stance on strengthening ties with national university corporations through such activities as the “Leading IT Professionals Fostering Program” and the credit exchanges between law schools. Also, we would like to advance our discussions on the expansion of our ties with Meiji University, centering on our respective museums, as well as expanding our ties with other private universities. We will also promote other local community ties such as the Nagoya Consortium for Faculty and Staff Development and the SETO Consortium of Universities.

IV. Student Solicitation, Employment and Publicity

1. Student Solicitation

The total number of applications, combining the General, Center 50 and Center 100 Entrance Examinations, exceeded that of last year by 640, totaling 22,341. The actual number of individual applicants, subtracting the number of multiple applications by the same applicant, was 10,118. This is the highest number on record. However, looking at the numbers for the western part of Shizuoka, which had been designated as a strategic recruitment region, we cannot say that our advertising and publicity efforts have borne sufficient fruit. Also, the two Faculties at the Seto Campus had fewer applicants than last year. Improving our University’s appeal is definitely the best strategy for attracting more applicants but advertising that appeal continually and appropriately is also indispensable.

Further, regarding the admissions system, an issue pointed out by the External Evaluation Committee in 2009, we are seeking advice from external expert organizations and will start discussing some aspects of this issue that have not been fully considered such as the ratio between general entrance exam admissions and recommendation-based admissions.

Although we have been able to maintain high numbers of applicants for undergraduate admissions, the number of admission applications for the Graduate Schools is worrisome. In order for Nanzan to be considered as an institution that focuses not only on education but also on research, improvement of faculty members' quality as researchers and increasing the number of graduate school applicants is of utmost priority. I request that each Graduate School discuss strategies to fill the authorized student quotas.

2. Post-Graduation Employment

Although the employment situation has been severe nationwide since the financial crisis, we aim to achieve 100% post-graduation employment. The employment rate that we announce every year under-represents the complete reality, as we do not receive the complete employment information on each of our graduates. The first thing that we need to do is to accurately grasp the actual situation. So, please try to obtain the actual numbers from the students in your Graduation Research projects and seminars. On a different aspect of the employment issue, the fourth year students' class attendance in April and May is extremely worrisome from the viewpoint of normal university education. I request that the Faculties and Graduate Schools discuss issues related to post-graduation employment such as career education and the appropriate balance between job hunting and studying.

3. Publicity and Advertisement

As part of the efforts to enhance the ties between the Entrance Exam Publicity and Strategic Publicity efforts, which used to be managed under separate budgets, we combined and increased the total budget. In 2009, in Hamamatsu, we hosted a three-university-entrance-information event along with Nagoya University and Nagoya Institute of Technology (as part of the 3N Project). In 2010, we will continue to expand and develop the strategic cooperation between the two publicity efforts as well as discussing how the two can become more organically interrelated.

V. Campus Physical Property Management

1. Construction of a New Building

The new building will function, not just as an educational facility for the Junior College Faculty, but will be an integrated educational building that contains a 500-seat auditorium, the World Plaza, which will be expanded to provide a place for "Virtual Study Abroad on Campus", as well as the Anthropological Museum, which is an exemplar of the University's traditions. I expect this building to play the role of connecting the University's history and its future as a new landmark that will be embraced by the community as a symbol of our vision for society. Simultaneously, the second university club building, which is expected to raise student satisfaction and

wellbeing, is being constructed.

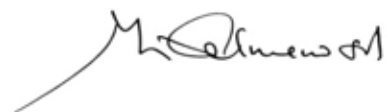
2. Reconsideration of the Functions of Each Campus

Approximately 10 years ago, the Seto Campus and the Takaoka Satellite Campus were established. The purpose of the Takaoka Satellite Campus was to provide a conveniently located campus for adult students. However, the completion of the Meijo Subway Line loop and the establishment of the Yamate Dori Gate have greatly improved the access to the Nagoya Campus. With the completion of the “Leading IT Professionals Fostering Program” and the improved access of the Nagoya Campus, the mission of the Takaoka Campus was considered to be fulfilled. Therefore, the Takaoka Campus was closed on March 31, 2010.

On the Nagoya Campus, while some new buildings are being added, the limitation on the number of books that can be housed in the current library also needs to be addressed. With the rapid development of network environments in recent years, many important journals are now available as electronic journals. Keeping these and other considerations in mind, we will consider more effective ways for our library to function through cooperating with libraries in the neighboring areas including the option of establishing alliances with them. Further, we will continue to discuss how multi-media education should be provided as well as the future plans for each of our Campuses.

3. Maintaining Safety and Security on Campus

Maintaining safety and security on campus is an important issue, not just for Nanzan, but for universities throughout the nation. There are universities that have taken precautionary measures in cooperation with the local police in their community to prevent the appearance of suspicious individuals on campus and the use of illegal drugs. Nanzan University would like to take appropriate measures on these issues. Further, we will also promote the management of the Student Advisory Center through an organic alliance between the Student Health Centers and the Office of Student Affairs to address the students’ mental health issues.



Michael CALMANO
President
Nanzan University