

President's Position Statement for 2014

To All Faculty, Staff, and Students at Nanzan University

I. Basic Position

Education as Growth

In past editions of this policy statement, I have used texts of the Society of the Divine Word as a starting point and framework to speak about the roots and basic goals of Nanzan education. This year, I will use some of the parables recounted by Jesus in the New Testament, but I would like to start with a quotation from an American philosopher, John Dewey, who uses the image of growth to define what education is all about. "The educational process has no end beyond itself; it is its own end." (Democracy and Education, 1916.) In other words, the purpose of education is to enable the learner to continue a life-long process of learning. Such an education might also result in getting a good job and a loving spouse, but it is, in essence, continuous growth toward inner goals that are already an essential aspect of the learner as a human being. This is not to deny that education, in the form of specific training programs, may also serve as a tool for achieving goals related to the inner growth of the learner. However, while jumping through hoops might bring pleasure to the viewing crowd, it does not necessarily add anything to the personal growth of the tiger.

The human element of the learner - not, e.g., the transient needs of the society in an era of global competition - has been at the center of Nanzan education from the very beginning. The motto expressing the gist of this education - "Hominis Dignitati," "For Human Dignity" - has an additional, deeper dimension found in the Bible, the primary source of Christian thought. The purpose of our growth as human beings is portrayed as a gift from our creator and we are called to discover this gift, the direction for a meaningful life, within ourselves.

The connection between this gift of inner direction and the uses it will serve is spelled out in a well-known parable - the parable of the "talents." (Matthew 25:14-30.) Using the "talents" with which we have been endowed, we are not working for our own personal gain; in fact, we might even be contributing to a purpose that we do not fully understand.

I believe that this has an important implication for Nanzan University as a Catholic institution of higher education. The starting point of our educational efforts is our faith in the talents of our students and our teaching staff. This faith in God's gift, our common human dignity, the faith that all human beings can grow, is shared by students and teachers alike. However, in order to make our vision a reality, we also need good quality training and all the other intellectual skills human society has been able to develop.

"If one of you is planning to build a tower, you sit down first and figure out what it will cost, to see if you have enough money to finish the job." (Luke 14:28.) Having discovered our talents, we need to use them appropriately in order to make a meaningful contribution to society. At the same time, we must not lose sight of the goal of our life here on earth - to grow in the knowledge of that what is most important. The image used by Jesus to speak about this knowledge is "The Kingdom of God" - "Seek first his kingdom and his righteousness, and all these things will be given to you as well." (Matthew 6, 33)

What kind of an educational environment is needed to help and further the personal growth of our students as well as their abilities to make a meaningful contribution to society? The fig tree parable in Luke's gospel (13:6-9) may not be about the choice of effective instructional methods, but I believe it can provide us with an image of what might be called God's education program. The emphasis is on preparing the ground. "Sir, let it alone this year also, until I dig around it and put on manure."

The role I want Nanzan education to take up is that of a rich soil, helping students to discover, and to nurture within themselves, the inner goal and direction needed for their growth as human beings. As such nourishment, Nanzan education can have a great influence on the students' growth. The hydrangea is said to change colors depending on the acidity level of the soil. This does not mean that the Nanzan blue of our emblem is the color we want to see in all our graduates; rather we should strive to ensure that the nourishment provided through our curriculum allows our students to develop their own colors.

Much of the future planning we do in the coming years will be aimed at the successful integration of our two campuses. "One Campus, Many Skills" is the message that expresses the reason behind and the objective of this ambitious undertaking. "One Campus" - to ensure that our students can stretch their roots out into all kinds of soil.

"Many Skills" - to make sure that the training we offer genuinely contributes to the personal growth of our students and to the needs of all human beings in today's globalized society.

II. Priority Issues

1. **Strengthening and development of the shared core of Nanzan Education**

First, I would like to call for the strengthening and development of the shared core of Nanzan education. I would like us to consider what content delivered as specialist education in the faculties and departments can be shared throughout the entire University and what links can be created beyond the boundaries of our faculties and departments. For example, with the Faculty of Science and Engineering shifting to the Nagoya Campus, it may be possible for us to offer Information Ethics-related education among our General Education subjects, or to strengthen the general education aspect of the natural sciences. Can we not offer all of our students the opportunity to enhance their English capabilities and to study a second foreign language to a functional level? The curriculum of General Education subjects is currently divided between the Nagoya and Seto campuses, but the General Education Committees on both campuses are now considering the integration of the curriculum from the 2015 academic year. I request that you consider how this might strengthen and develop the core of our education.

With regard to the framework of Nanzan education, in order to enhance the learning environment for each student we must reconsider the manner in which they progress through our academic years. The key to this is the introduction of a quarter system, a development that would also contribute to enhancing our research environment. Aiming at a start in fiscal 2017, which is the last stage of our campus integration plan, I request that the Committee for Academic Affairs and the faculties begin specific preparation for this.

2. **Towards the realization of the Nanzan Grand Design and the reorganization of faculties**

Next, in order to better meet the hopes of potential students for Nanzan University, I would like to call for everyone in the Gakuen to engage in a fundamental rethink of what our faculties and departments might realistically look like in future. We will then

base the policies we take on the ideas put forward. Working within our broad outlines, I request that you consider specific ways that we might reorganize the Faculty of Foreign Studies to make it an even more attractive faculty. I request that the Nanzan Junior College move towards reinventing itself to meet the changing needs of society, considering specific measures to allow it to evolve to complement the educational fields of area studies and linguistics in the University's Department of British and American Studies. For example, we can assume that students have great hopes of wanting to equip themselves with a level of foreign language ability that can be used in work situations. I request that you consider an approach that has even more attractive departments or courses within the existing system. As faculties and departments that broaden the choices available to students, I would also like you to continue to consider the reallocation of student number capacity.

3. Globalization of students, teaching staff and campuses

Globalization continues to be an important issue for us this year. To be specific, first we need to further diversify our international study program both in terms of sending students out and accepting them in.

Looking beyond just the Faculty of Foreign Studies to other faculties, we will consider increasing the number of students who go overseas to study and, as is currently done in the Faculty of Policy Studies, accepting foreign students into other faculties who have not previously studied the Japanese language.

We must also consider support in the area of housing if we are to further improve how we receive CJS students, or short-term invited teaching staff or researchers.

With regard to the International Center, which will become a new base for us, I ask that the International Center Preparation Committee work on its preparation so the Center can commence operations from 2017. In addition, we will continue to enhance the quality and number of subjects and teaching staff in the International Course Category, which is now in its third year. I would also like to see classes delivered in languages other than English and progress made towards becoming more flexible in terms of operating a system whereby CJS students or foreign students on short stays can enroll in classes. We need to consider coupling this with the quarter semester system. At the same time, improving the professional skills of our teaching staff is important in order to further globalize our students and campus.

III. Future Planning

1. Campus facilities

With the integration of the two campuses, we need to gather opinions from each faculty and department and then move forward with plans for various facilities on campus. To this end, in cooperation with the Vice-President in charge of Future Planning, we have set up a Future Planning Promotion section to carry out the practical duties based on reorganizing structures and campus facilities for the campus integration. With regard to the Nagoya Campus, with the Raymond Architectural Design Office working with the overall image in mind, I would like to see us move forward on the planning of campus facilities within an appropriate budget and considering the diverse range of factors involved. A new building will be completed during this academic year to accept the Faculty of Science and Engineering shifting to the Nagoya Campus from 2015, and the Future Planning Committee will play a central role in putting plans in place for campus facilities to work in with the Faculty of Policy Studies relocating in the 2017 academic year.

In addition, as part of our overall campus development plan so that our students and staff can enjoy a comfortable campus environment, we will also carry out ongoing renovations to existing facilities as required. For example, with regard to the information and telecommunication equipment used in the University, would it not be good if our students could use the type of equipment that they are used to? I would like to request that we create an environment in which this type of IT equipment is used for learning at Nanzan. On top of this, we need to make functional improvements to a range of things, from parts of the classroom environment to the toilet facilities in the older buildings that we will continue to use. We will also consider future planning for the Koryu Kaikan and the Logos Center.

2. Information Center and the International Center

With the integration of the campuses, the Information Center and the International Center will be established. In the context of the improvement of the information technology environment being a matter of crucial importance for the University, the

Information Center is an essential addition to the Nagoya Campus. This was something suggested by the Nanzan University External Evaluation Committee in 2012. To ensure that the Information Center is constructed in time for the relocation of the Faculty of Science and Engineering in 2015, I request that preparation be carried out under the direction of the Information Center Preparation Committee. As well as this, during the last academic year the Information Center Establishment Working Group decided upon an information environment policy. In keeping with this policy, we need to improve the information technology environment and to prepare a program of information ethics education for all students.

The International Center will function as a strengthened and expanded form of the Center for International Education, which currently serves to support overseas study. Its role will be to provide support even broader scope for international education and research. This Center will function as the organizational base of operations for internationalizing the University's educational and research activities. The Preparation Committee, organized in keeping with the report entitled "The Establishment of the International Center" issued by the Headquarters for the Promotion of Internationalization, should go ahead with the preparation required to set up the Center.

3. Post-graduate education that meets the needs of society

Through the years, Japanese post-graduate education has been designed to develop researchers. However these days, as well as the existing academic content, it is required to impart to people who have already joined the workforce knowledge systematic thinking or methodology. Keeping in mind that in society things beyond existing academic fields are also positively evaluated I would like you to consider your role within the University and the role of your contribution to society. Wanting to accept a more diverse range of students, in order to accept larger numbers of working people, we would like to offer an even more attractive learning environment and to move beyond the constrictions of a post-graduate school that only operates classes during the day. I request that we be proactive in accepting working people into the Masters Course in the Graduate Program of Science and Engineering set up last year, and the Graduate Program in Social Sciences established this year. We will establish a doctoral course in the Graduate Program of Science and Engineering in the 2015 academic year. The expansion of the breadth of our academic fields is cited as one of the themes for reform

in the Nanzan University Grand Design. But in addition to that, in order to meet the needs of the Chubu region, a center of *monozukuri* (the art of manufacturing), we will strive to further enhance our post-graduate education and research. Moreover, taking a long-term perspective, we will carefully consider the future the Graduate School of Business Administration (Graduate Program in Business Administration) and the School of Law, both of which are professional graduate schools.

IV. Education and Research

1. The role of foreign language education in bachelor degree courses

It is important not to simply learn a foreign language, but to use a foreign language for learning. Lessons are taught in foreign languages in the International Course Category, an initiative that enters its third year. Here the objective is not language learning in the normal sense of the expression, but rather we hope that students will be able to achieve learning from the new perspective of through a foreign language. This, I think, will lead to more individual growth for students than just learning through the medium of the Japanese language in liberal studies or specialized courses. We of course want students who enroll at Nanzan University to become able to use English, but we also want them to become proficient in a second foreign language. For students, learning a second foreign language to a level at which it can be used may seem like an ambitious goal, but the learning achieved through a second foreign language, looking at your own country from outside, will lead to growth for the student. To help with this, please give thought to the organizational structure for supporting foreign language education. Our teaching staff knowing a foreign language or carrying out research that is up to international standards greatly contributes to the education of Nanzan University students. I would like us to further strengthen our links with foreign universities, including Catholic universities, such as the teaching staff exchange program with the University of San Carlos.

Please also be proactive in encouraging teaching staff and post-graduate students to participate in international conferences. Also, with regard to programs that can be completed only in English, first of all consider introducing these at post-graduate level.

2. Informatization and improvement of lesson-format

Advances in ICT (Information and Communication Technology) allow us to use different approaches to lessons and assignments to make them more interesting than in the past. For example, using e-learning systems to carry out surveys during class time allows us to get instant feedback from the students. Also, it is now possible for students to watch a recorded lecture in advance and then discuss its content in class.

It is expected that improvements in the Internet and e-learning environments, timed to coincide with the establishment of the Information Center, will mean that students will become able to use devices that they are accustomed to, further improving the learning environment in the University. Please see to it that this enhancement of the learning environment is reflected in the lessons to help improve the quality of their delivery.

From this academic year, a repository of academic institutions will begin operation in the library. The digitalization of the journals, bulletins and reports of various research institutes and centers has made progress in recent years, and from last year, the Journal of the Nanzan Academic Society “ACADEMIA” has been digitalized and made available to the public. Electronic publications do not take up any space and cost is reduced because they do not require bookbinding services. We will work to digitalize a range of materials and to further enhance the repository. Continuing to work with other universities, we will consider how to further improve the library’s system for managing its holdings.

3. Collaborative programs with other universities

I would like you to press ahead developing links and collaborative programs with other universities. For example, last year, a lecture was held to mark the 10th anniversary of the link between Nanzan University and the Toyota Technological Institute, and a discussion between university presidents was also held on the topic of “Links between Universities in a Global Age.” To date, we have managed cross-credit arrangements and mutual use of libraries at undergraduate level. This is mutually complementary for the universities, so I imagine that it is an initiative that is accepted without any particular reluctance.

From now, first of all we will look to make improvements in the area of General Education courses. On a research level too, please consider promoting joint research between the Graduate School of Sciences and Engineering and the Toyota Technological Institute. Both Nanzan University and Nanzan Junior College are participating in the

Aichi Prefecture University Presidents' Discussion Group on a "Cross-Credit Framework Agreement." This makes it possible for students of the universities party to the agreement to enroll in subjects at any of those universities and earn credits. It is important for Nanzan University to strengthen its connections with other Catholic universities in Japan. At present, we have an exchange program for teaching staff with the University of San Carlos in the Philippines and our Faculty of Law and the Nanzan School of Law have student and academic exchange with Hannam University and Sogang University in South Korea. Every year, our students and teaching staff take part in the Association of Southeast and East Asian Catholic Colleges and Universities (ASEACCU). Within Japan we cooperate with Sophia University on a range of levels including the annual Sophia-Nanzan Sports Festival. Moving forward, I request that at both undergraduate and postgraduate level we consider how to actively strengthen our ties with Catholic universities within Japan and overseas. In addition, as a university participating in the United Nations Academic Impact Program, which has the facilitation of links among universities throughout the world as one of its stated goals, please support student activities carried out through the student network "ASPIRE" and actively strive to foster global leaders.

4. Actively securing grants for scientific research

For Nanzan University to be a university that is also an excellent research institution, all those involved must produce excellent research results. To achieve that, I request that this year you continue to strive to secure external subsidies such as Grants-in-Aid for Scientific Research. We are seeing results on this front with the number of applications submitted, granted and the amount granted increasing, but we must not rest on our laurels and this academic year too, I request that as a general rule everyone strives to secure some form of external funding. When doing so, please consider the broad range of possibilities that exist beyond Grant-in-Aid for Scientific Research. Also, we request that you proactively apply to any of the broad range of subsidy funds that are available to strengthen and promote research and education including the likes of GP (Good Practice) research projects. Please consider the possibility of making applications on the level of entities within the university such as faculties and graduate schools. We need to consider the support system within the University for applications and a reduction of the burden for teaching staff who have secured subsidy funding. For

example, we have made it possible for those who wish to see them to be able to view some of the application forms submitted for projects that are receiving subsidy funding, and have held seminars on how to put together application documents. We have abbreviated the application method for Pache Research Subsidy I-A (Specified Research Support) for applicants for the likes of scientific research funding, and have simplified the administrative procedures for using subsidy funding for scientific research. The Office of Education and Research Support now checks documents and we will continue to offer support by reducing the administrative burden on successful applicants for external funding.

5. Unceasing self-reform

We are into the third year since the Peer Review Committee was set up to function under the Self-Assessment & Evaluation Committee. It is hoped that in this committee, in which timely decision-making occurs based on specific and detailed discussion, will produce detailed evaluation and proposals for improvement. In order for us to meet the changing needs of society and to maintain the quality of our education and research activities, the PDCA cycle will serve as helpful tool when we look to engage in “unceasing self-reform.” I would like you all to continue to consider how we might best operate in each faculty, department and graduate school to allow us to smoothly apply the PDCA cycle in order to check the appropriateness of our educational goals, our policies for accepting students and for granting degrees.

6. Enhancing support for students

These days, support for students in universities, such as assistance finding employment, is becoming increasingly important. There are many ways that students can be supported, but with our motto of “For Human Dignity,” for Nanzan University providing support for students with physical and psychological disabilities is important. In order to proactively support the acceptance of these students into our system, please cooperate with the Academic Affairs Office and the Division of Student Affairs and move forward providing assistance in our faculties and departments. Appropriate support is needed for students who are faced with the possibility of having to suspend their studies because of the deterioration in the economic climate and the unforeseen disasters and accidents that have occurred in recent years. We must seek to lessen their dependence on their

family finances and to even out educational opportunities. As an example of this, at Nanzan University as a special measure after the Great East Japan Earthquake and Tsunami, following on from 2013, in the 2014 academic year we will again waive up to the total amount due for university entrance and tuition fees in certain cases. This academic year also, in order to further encourage students whose results have proven their enthusiasm towards their studies, working within allocated budget, it is important that we offer appropriate scholarships and support information to allow them to continue to pursue their dreams. In addition to this, I hope that we can further enhance the support that we have offered to date, such as support for international students, support from the Teaching Center for students aiming to become teachers, support for graduates and current students in looking for jobs and the TA system.

V. Social Contribution and Links

1. Social contribution

Moving forward, on the other side of the issue of fewer children being born, it is expected that the demand for education among people already in the workforce will increase. The Nanzan University Extension College will further enhance its educational offerings as an institution well placed to meet the needs of people in the region. In addition, last academic year the Nanzan University Museum of Anthropology was reopened after having been renovated. Joint projects are being carried out with Meiji University Museum and Nagoya City Museum, and we have entered into an agreement with Nagoya University Museum. The Nanzan University Museum of Anthropology is one of the few universal museums in which visitors may hold exhibited items in their hands and get a feel for them. Moving forward it will run a diverse range of interesting exhibitions, and as an open museum will continue to seek new ties with institutions outside of Nanzan.

2. Cooperation among industry, academia, and government

This year we will press ahead with our research and educational improvement programs carried out through our ties with corporations in the Tokai region. As we confirm the needs of industry in the Tokai region, this is also important in terms of us carrying out our role as a university that fosters human resources in our region. To be

more specific, to date we have carried out contracted or sponsored research requested by other universities, the national or local government, or public interest incorporated foundations. Also, within “The Seto Consortium of Universities,” Seto City and the nearby universities including Nanzan University are cooperating on a range of activities. We will continue with these arrangements, looking for new links not only with other corporations, but also with government agencies.

3. Risk management system for disasters

We must continue to refine our risk management systems in order to ensure that students and staff are safe in the case that a disaster strikes. We will also do the same for regulations pertaining to what to do if a student has an accident. In addition, we need to remember that the University playing its part in the case of a disaster is also an important contribution to society. Our role as a university firmly based in the local region is significant. With crisis management countermeasures that include the region firmly in mind, we will continue to develop our links with local society.

VI. Entrance Examinations – Finding Employment

1. Entrance examinations

The total number of applicants to sit entrance examinations for the 2014 academic year was 23,202. This is down by 995 on the previous year’s figure of 24,197. Those applicants sat the general entrance examination, the *Zengaku Toitsu Nyushi* (Unified Entrance Examination) (Individual Academic Ability type & Center Combined type), Center examinations, (first application term: 3 subject & second application term: 5 subject type). Student recruitment will become increasingly difficult as the population of 18-year-olds continues to decrease. We must continue to take measures appropriate to the circumstances we face. At the same time, we must not forget that the most important thing in terms of securing, maintaining and improving the number of applicants is having attractive programs in our faculties and departments. It goes without saying that the reorganization of our faculties and departments is designed first and foremost with this goal in mind. Even in the faculties and departments that have been designated for reorganization in the near future we need to review our current curriculum to ensure that our programs are as attractive as possible to prospective students. To achieve this,

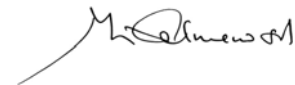
in addition to creating new courses, we must consider the order in which subjects are to be taken. At the same time, we must press ahead with efforts to reduce the entrance examination-related workload. At the moment, the burden falls on just one section of our teaching staff. While maintaining the quality of the work involved, we will move to become more efficient and rationalize our efforts. With regard to entrance examinations, in order to accept a diverse range of students, we will need to accept larger numbers of working people at postgraduate level and more foreign students. To this end we need to create a system for universal access.

2. Finding employment

In fiscal 2013, the jobs-to-applicants ratio for university graduates was much the same as the previous year. Talk of an upturn in the economic climate has not manifested itself as a significant improvement in the employment market. This year, please continue to strive to achieve a 100 percent job-placement rate for our graduates. To that end, centered on the Career Support Committee and the Employment Search Committee, we will strengthen links among the Teaching Center, the Extension College Committee and the various faculties and departments to create an even more robust job-search support system. For example, from this fiscal year we have created a career advisor system run by graduates. Through their consultation with students, career counselors have achieved a certain degree of success, but this could be further enhanced. Also the timing for job-search activities for those students planning to graduate in March 2016 will change, so please consider what needs to be done to adapt to this. Arrangements around the adjustment of the career support system to fit in with the integration of our campuses are also an issue moving forward. It goes without saying that ahead of these support measures, it is important that Nanzan University fosters the growth of our students through education centered on our motto of “For Human Dignity.” We hope that in addition to the facilitation of a well-rounded career support system, we will create an environment that fosters initiative among students. We request that from a stage before students begin to look for jobs to commence after graduation, they are offered an environment in their lectures and extra-curricular activities in the various faculties that foster the independence, communication ability and thinking ability required of university students.

VII. Public relations

In addition to the approach to public relations that we have used to date, there are other methods available to us such as Facebook or YouTube or smartphone applications. Please press ahead with a strategic public relations campaign through a range of media. With regard to our webpages, from the point of view of strategic public relations, please consider making appropriate use of the webpages of each of our faculties and departments. I also suggest that we consider placing advertisements on foreign language websites. On top of that, I think that we should look to strengthen our links with our alumni associations and our Parents' Association, including those overseas. The ongoing efforts of every member of the Gakuen are essential to such public relations activities. These activities are also an important in terms of our success in acquiring a stable supply of students, securing external funding and receiving donations.



Michael CALMANO
President
Nanzan University