

President's Position Paper for 2015

I . Basic Position

Founded as a Catholic institution of higher education, Nanzan University's curriculum has always included required courses on religion, especially Christianity. At times, the importance and practical use of these courses has been discussed – and questioned – by both students and faculty, but throughout this discussion one fact inevitably comes to the forefront that is true for any educational institution: courses required for all students demonstrate, in a very specific way, what the curriculum of that institution is all about. While students applying for entrance exams will probably focus on the brand value of a university and specific popular courses of study, one also hopes that required courses (especially in the general education program) will be one of the factors that helps students decide on which university they want to enter.

1. Function of Required Courses in a General Education Curriculum

Required courses in the general education curriculum have two important functions. As an official statement of the university, they spell out the common goals and objectives of courses offered by the various departments and faculties, providing an overarching direction in what otherwise might be nothing more than smorgasbord of unrelated academic subjects. At the same time, these courses also provide a framework which allows each student to move into new directions through his or her own individual choices.

A somewhat different perspective derives from the more literal connotations of general education. General education stands not only for what the individual student needs for fully participating in society, but also for what connects people with very different knowledge and abilities. The study of one's own language and foreign language(s) is a good example for the first aspect; to learn the values which individuals hold in common is a good example for the second aspect. These are not mutually exclusive. In other words, the knowledge of foreign languages needs a firm rooting in human values, and the belief in values needs a good command of language to express itself.

2. Required Courses on Religion and Christianity

This discussion of general education allows us to reflect on what the common courses on religion and Christianity add to the Nanzan University education experience. In an era where religion is quite often (and, one has to admit in the light of recent events, with some justification) seen as a divisive force in the global society, there is a definite need for learning the “language” of religion, and to come to a personal decision on values and religion. This includes learning how to answer to these challenges not with violence and threats but with concern and reason, and how to find, through the various religions and religious thoughts, the thread that holds us together as a human community.

Needless to say, a narrow focus on matters of religious doctrine and morality will not be sufficient. Pope Francis voices this view in his September 2013 Interview. “... the proclamation of the saving love of God comes before moral and religious imperatives. Today sometimes it seems that the opposite order is prevailing.” Churches are prone to emphasize the universal claim of doctrines and moral teachings thought to be central to their respective religious traditions, even though the real message of Christianity is the saving love of God that has many faces and manifestations and reaches human beings in many different ways.

3. A New Vision of General Education

While an emphasis on common courses taken by all students is an essential aspect of general education, what is needed now is more than just the establishment of an updated canon of liberal education. A general education program that envisions both common purpose and individual choice has far greater meaning than offering the same required courses for students in all departments, which might merely result in university education becoming a body of separate courses of study connected by a general education curriculum. Rather, in the spirit of unceasing self-reform, such a program calls for a re-examination of the very separation of general education and specialized course work.

What can Nanzan University offer? What should Nanzan University offer? What is it that we as an institution want our students to learn? The task before us is to lower the barriers that exist among the various departments and faculties and to truly become one campus, a learning place where there are no national or departmental borders, a

campus that challenges students and faculty to strike out into new directions in order to build a better, more peaceful, global society.

II. Priority Issues

1. Reorganization of Faculties and Integration of Campuses

Our first priority issue, a natural consequence from engaging in the process of unceasing self-reform, is to adapt the education offered at Nanzan University to the needs of the world and, in particular, to the wishes of students who might want to study at Nanzan University.

This means, very specifically, that the reorganization of faculties is something that the entire university must pursue. It is particularly important that we establish new faculties that aim to produce graduates capable of contributing to an international society. As a part of this process, we need to disestablish the Junior College so that a better organization may be formed. We must also reorganize the Faculty of Foreign Studies and set an appropriate cap on the number of students in the Faculty of Policy Studies. In other faculties, we must look at issues such as the structure of departments and courses and rethink our curriculum in order to make sure that our faculties have even greater appeal. I request that you reconfirm your understanding of the intent of the Nanzan Grand Design and (in keeping with the vision of “empowering the individual to become a power in and for the world”) that we cooperate on a university-wide scale to consider how to achieve this reorganization of faculties and how to make further progress on this matter during this academic year. To accomplish this, we will review and revise the Nanzan University admissions policy, curriculum policy and diploma policy.

We are currently moving ahead on the integration of our campuses, but this will not stop at merely creating one campus. Integration will bring about a change to the educational environment, so we need to prepare and apply various measures and policies in order to maximize the potential benefits that result from this. To be specific, in addition to reorganizing faculties and making adjustments to the campus infrastructure, I would like you to consider setting up and developing a system that transcends the current boundaries of our faculties. I request that you consider which of the specialized courses in your faculties and departments could be shared throughout

the university, and which might be linked to other faculties and departments. In addition, I hope that by bringing the University all together on one campus we can further strengthen the general education that, together with Christian education subjects, is shared throughout the entire University. Acknowledging the role that general education has to play, as outlined above in the Basic Position, I request that you design a curriculum that supports independent learning. To facilitate this, we will need to think of how subjects are numbered to best allow students to visualize the connections between subjects and to create effective curriculum trees, which detail what courses students must take and the order that they take them.

2. Promoting Further Internationalization

Internationalization is again an important issue for Nanzan University this academic year. Our international character is one of the key aspects that make up the Nanzan brand. In order to strengthen this, we must expand the range of opportunities that we offer to study overseas and carry out further measures to enhance our system for welcoming foreign students into our midst. Following the Vision for Internationalization that was created based on the Nanzan Grand Design we will strive to promote further internationalization of our University.

On the education front, for example in classes in which foreign languages are used as the medium of instruction, we need to create more opportunities for students to use that language by doing things such as providing handout materials in that language. It is also important that we strive to enhance both the quality and the quantity of our international courses, so please consider making these courses part of the required curriculum in each of our faculties. With regard to students in the Center for Japanese Studies, along with the introduction of the quarter system, please also consider increasing the number of courses that can be taken in the faculties with regular undergraduate students. It goes without saying that in order to strengthen our international character we must increase the number of students we send overseas and the number of foreign students whom we accept at Nanzan University. Short-term study-abroad programs are also important. But in terms of our offering an education that fosters international character, I ask you to consider adding more diversity and flexibility to your educational programs. By this I mean ideas such as promoting internships either in Japan or overseas that involve the use of a foreign language, or

making use of the network of Catholic universities or the like to set up courses that include service learning; the planned incorporation of the Logos Center into the University campus, which will provide opportunities to support learning that involves volunteer activities either in Japan or overseas, is one such example.

Besides the educational program for our students, it is also important to further strengthen our collaboration and ties with Japanese and foreign universities and researchers in order to bring internationalization to our research activities and programs. Individual instructors who broaden their international research networks will not only benefit by doing so, but this will also contribute to the internationalization of the University. For this to happen, we consider that it is important to encourage and offer organized support for international joint research. For example, from this academic year, the third round of the Promotion of Internationalization Projects will commence. However, we request that you look beyond internal funding and strive to secure outside funding, too.

3. A Learning Environment that Encourages Self-Directed Learning

These days, establishing a learning environment in universities that promotes self-directed learning is required. With the introduction of the quarter system ahead, we need to consider reforming our courses in order to adapt them to this new environment. Also, it has become common knowledge that the introduction of active learning, as seen in the flipped classroom, will likely serve to encourage students to be self-reliant. In addition to the reform of our courses, we also need initiatives aimed at enhancing our learner support, such as setting up an educational space for independent joint learning often known as a “learning commons,” and introducing learning portfolios, which help students reflect on their learning and recognize where they are in the learning process in relation to their educational goals. In terms of supporting student’s self-directed learning, it is essential for us to have a grasp of learning behavior. The establishment of an IR (Institutional Research) Room is a pressing issue in order for us to systematically implement self-directed learning.

III. Future Planning

1. Organizational Restructuring

Nanzan University is in the midst of university-wide organizational restructuring in response to the even greater decreases in the population of 18 year-olds that have been predicted. At the center of this is the reorganization of faculties and the integration of campuses as cited in the Priority Issues above, but there are also several other entities that should be reviewed. Moving forward, we need to consider the nature of the Graduate School of Business Administration, including its continued existence. The Nanzan School of Law needs to promote further ties with other universities. The other graduate schools must consider how to make our learning environment even more attractive to appeal to a diverse range of postgraduate students, in particular working people, to provide a postgraduate education that meets society's needs by, for example, teaching topics that are not bound by existing academic fields.

A new Information Center and new International Center will be established during the integration of the two campuses. The former will work to improve our information environment and the latter will press ahead with internationalization in the areas of education and research. Therefore, both of these centers are crucial in terms of realizing Nanzan University's plans for the future, so in the new academic year please take steps to prepare for their establishment.

Working with the Nanzan School Corporation (Gakuen), please consider setting up a Compliance Office in order to ensure fair and equitable operations, and through this, to maintain society's trust in the University.

2. Campus Facilities

This academic year, the Faculty of Science and Engineering will relocate to the Nagoya Campus, so the actual implementation of campus integration has already begun. In order to complete the campus integration process, again this year the Future Planning Promotion Section will act as the hub for moving forward on matters concerning campus facilities. Once the Faculty of Science and Engineering has relocated, I request that we are careful to ensure that the students in this faculty do not face inconveniences, particularly with University facilities. The newly constructed S Building has been designed with student welfare in mind, so we are very keen to see the students taking full advantage of what it has to offer. Some time has now passed since we entered the Information Age, and the enhancement of our ICT environment is one of the most important aspects for us in terms of enhancing our learning environment. It is

our intention to create an environment at Nanzan University in which students can use their own ICT devices for their learning. From this academic year, WiFi will be available on part of the campus, including S Building. I request that we continue to enhance our ICT environment so students can eventually use WiFi throughout our entire campus. In the 2017-2018 academic year, the Faculty of Policy Studies will relocate to the Nagoya Campus and with this in mind, the second stage of construction will commence before this summer. Taking into account traditional design, which will include input from the Raymond Architectural Design Office, we will create a campus befitting a new Nanzan University. Further construction and renovation on campus will be prioritized based upon what has been formulated in our Campus Enhancement Plan so that our design meets students' needs. At the same time, it goes without saying that the Seto Campus will function as the other Nanzan University campus until March 2017, so until the integration of our campuses is complete we will make every effort to consider the needs of the Seto Campus and to ensure that its educational and research environment is not adversely affected. In addition, please do what you can to ensure that the second stage of construction does not impact negatively upon students' extracurricular activities. Also, the relocation of the Faculty of Science and Engineering will increase the number of students commuting to the Nagoya Campus, so I request that sufficient attention is paid to safety-related matters during the period of construction.

IV. Education and Research

1. Promoting Study Abroad

Increasing the number of foreign students and further enhancing the system for accepting them sits at the heart of our efforts to internationalize the University. It goes without saying that diversifying our programs for sending our students overseas and accepting foreign students is important not only for our Faculty of Foreign Studies but also for the entire university. Therefore, please strive to increase the number of foreign universities with which we have agreements of exchange and cooperation. Please also further enhance our international courses and start to consider accepting more exchange students into our faculties. Accepting students who have not studied Japanese is also an issue for our faculties to consider. If we increase the number of foreign

universities with which we have agreements of exchange and cooperation, we will need to further improve the support and services that we offer foreign students, such as our housing infrastructure and dormitories. In addition, I request that all of our faculties proactively work to develop short-term programs for overseas students that reflect the distinctive features of each faculty. We also need to consider financial backing for scholarships that offer monetary support for such programs. In order to broaden the foundation for international exchange, I request that you also consider making changes to our learning environment that look beyond “study abroad” which requires students to actually go overseas, to methods that take advantage of ICT for distance learning to make it possible for students to engage in exchange while still being at Nanzan University.

2. Collaboration with Other Universities

This academic year, it is again important for us to strengthen our links with other universities, both in Japan and overseas. Within Japan, further strengthening our ties with the Toyota Technical Institute and Sophia University will likely lead to significant benefits. With the Toyota Technical Institute, we will continue and develop the various types of education and research collaboration that we have established to date including credit transfer and interlibrary access. We already have a deeply cooperative relationship with Sophia University, as seen for example in the annual Sophia-Nanzan Sports Festival, but we will move to further strengthen these ties. Strengthening relations with Catholic universities in Japan and overseas will also lead to the promotion of study abroad. At present, we have a teaching staff exchange program 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. In addition, every year our students and teaching staff take part in the Association of Southeast and East Asian Catholic Colleges and Universities (ASEACCU). Moving forward, I request that at both the undergraduate and postgraduate level we consider how to actively strengthen our relations with Catholic universities within Japan and overseas.

3. Improving the Curriculum and Lesson-Format

Nanzan University is currently actively considering how best to approach the

introduction of the quarter system beginning in the 2017-2018 academic year. In this respect, I request that each of our faculties strive to further enhance their curriculum. To make the most of the potential benefits of the quarter system, please think about creating a lesson-format that matches this system. I request that each of our faculties carefully select the courses we offer so that we can indicate a clear study path for our students. With regard to the enhancement of our curriculum, taking into account the needs of our current and potential students, please think of ways for them to visualize the curriculum, such as revising the way courses are numbered or by creating curriculum trees, plans of study, so they can get a clear picture of how they can progress in their studies during their four years with us.

In addition to enhancing the curriculum, please also consider improvements to the lesson-format. The adoption of active learning, for example, will serve as one effective method of promoting students' self-directed learning, which has been cited among our Priority Issues. We also urge you to hold faculty development seminars to accomplish this. In order to promote active learning within the university, the ICT environment is being improved with the reorganization of the Information Center and the introduction of WiFi. To take advantage of this environment, please strive to improve your lessons by incorporating e-learning methods.

4. Actively Securing Grants for Scientific Research

All of our academic staff must produce research results in order for Nanzan University to also be an excellent research institution. To achieve that, I request that this year you continue to make every effort to secure external subsidies such as Grants-in-Aid for Scientific Research. This academic year too, I request that everyone strives to secure some form of external funding. When doing so, please consider the broad range of possibilities that exist beyond Grants-in-Aid for Scientific Research. Also, for GP (Good Practice) research projects, we request that you proactively apply to any of the range of subsidy funds that are available. Please consider how the faculties and graduate schools can apply for outside funds as well as reduce the burden for teaching staff who have secured subsidy funding.

5. Enhancing Support for Students

These days in universities it is becoming increasingly important to provide support for

students that goes beyond providing education, including also the broader area of their student life. With our motto of “For Human Dignity,” in a university that extols “universal access for students” it is important for us to provide support for students with disabilities. Included in this support is care for students who have psychological disabilities and the facilitation of a system that is equipped to cope with a broader range of mental health issues. In order to be able to accept more of such students, we will move ahead with establishing a new Health Center. In our faculties and departments too, please cooperate with the Academic Affairs Office and the Division of Student Affairs and continue to provide them with support on this matter.

For students facing difficulties with their studies for economic reasons, we need to provide appropriate support so that these students can receive the same educational opportunities. As an example of this, Nanzan University will continue its measure of economic relief for those affected by the Great East Japan Earthquake and Tsunami. In the 2015-2016 academic year, in certain cases Nanzan University will again waive entrance and tuition fees up to the total amount due for university. This academic year also, in order to further encourage students whose results have proven their enthusiasm towards their studies, working within our allocated budget, we will offer appropriate scholarships and other support information to allow them to continue to pursue their dreams. In addition to this, please strive to further enhance the support that we have offered to date, such as support for international students, students aiming to become teachers, graduates and current students looking for jobs, and teaching assistants.

V. Social Contribution and Links

1. Social Contribution

It is to be expected that the demand for education among people already in the workforce will increase. We will further enhance the Nanzan University Extension College to meet the needs of such people in our region. The Nanzan University Museum of Anthropology is a universal museum in which visitors may hold exhibited items in their hands to get a better sense and understanding of the items located there. It will run a diverse range of interesting exhibitions, and as an open museum it will continue to maintain ties between Nanzan University and the community and seek new ties with

institutions outside of the University. By offering free consultations on legal matters for local citizens, the Center for Legal Practice, Education and Research will continue to strive to pass on the University's intellectual resources to the local community.

2. Cooperation among Industry, Academia, and Government

We again will work to strengthen connections between industry and academia. This year we will press ahead with research and education programs established through our ties with corporations in the Tokai region. This is important in terms of carrying out our role as a university that fosters human resources in our region. For example, through an agreement with the Bank of Nagoya we began an internship program, and we intend to broaden our range of career support programs. In addition, to date we have carried out joint research with, or contracted or sponsored research requested by, other universities, national and local governments, and public interest incorporated foundations. We will continue with these arrangements and at the same time search for new opportunities to create more such programs.

3. Risk Management Contingency Plans for Disasters

We must continue to refine our risk management contingency plans to ensure that students and staff are safe in the event a disaster strikes. In addition, we should also note that the University, by playing its part in the case of a disaster, makes an important contribution to society. The University gymnasium has already been designated by the Nagoya City authorities as an emergency evacuation area for Showa Ward, and similarly the Showa Ward Fire Brigade will have access to the water in the University swimming pool in the case of an emergency. Furthermore, we have decided that in the case of an emergency the nearby Red Cross Daini Nagoya Hospital may use the Nagoya Campus grounds as a heliport and a subsidiary marshalling area for people requiring medical assistance. This academic year, as preparation for a large-scale natural disaster, we will move ahead with the systematic stockpiling of emergency provisions for students and various emergency supplies. In our role as a university firmly based in the local region, we will continue to strengthen our relationship with the local community by providing the necessary crisis management countermeasures.

VI. Entrance Examinations – Finding Employment

1. Entrance Examinations

The total number of applicants to sit entrance examinations for the 2015-2016 academic year was 24,609. This is up by 1,407 on the previous year's figure of 23,202. Those applicants sat the general entrance examination, the *Zengaku Toitsu Nyushi* (Unified Entrance Examination) (Individual Academic Ability type & Center Combined type), and the Center examinations, (first application period: 3 subject & 5 subject type, and second application period). However, there were departments that posted a decreased number of applicants for the second year in a row. Student recruitment will become increasingly difficult as the population of 18 year-olds also continues to decrease. In this context, it is important that we continue to take measures appropriate to these circumstances. It is important for us to continue to review the situation in the various categories of entrance examinations, but the most important thing in terms of securing, maintaining and improving the number of applicants is still the need to offer attractive programs in our faculties and departments. More than anything else, the establishment of new faculties and the reorganization of our faculties and departments must be carried out with this goal in mind. Even in the faculties and departments that have not been designated for reorganization in the near future do we need to review our departments, courses and current curriculum to ensure that our programs are as attractive as possible to prospective students. When doing so, please keep in mind the need to design programs that promote self-directed learning.

For the entrance examinations beginning from the 2016-2017 academic year, we will introduce outside examinations and commence online applications, so this academic year please carefully prepare for this so you can properly cope and assist with these changes. 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 entry for students.

From this academic year we will commence online applications for our entrance examination system for overseas students. In addition, in order to create a more flexible entrance examination system, I request that you consider further reforms, such as the introduction of external examinations or carrying out examinations before students come to Japan.

2. Finding Employment

In fiscal 2014, the jobs-to-applicants ratio for university graduates increased markedly over the previous year, so we can expect a significant improvement in job opportunities. Please make the most of these circumstances and, this year again, please continue to strive to achieve a 100 percent job-placement rate for our graduates. To that end, through the Career Support Committee and the Job-Search Committee we will work closely with the Teaching Center, the Extension College Committee and the various faculties and departments in order to create an even more robust job-search support system. We will also offer support that takes into account the needs of postgraduate and international students. Also the timing of the start of 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. I request your assistance in helping the career support service fit in with the integration of our campuses currently underway. In addition to the facilitation of a well-rounded career support service, it is important that we create an environment that fosters initiative among students. We also need to provide students with an environment in the various faculties that fosters the independence, communication ability and thinking ability required of university students and graduates.

VII. Public Relations

Conveying information about the university to the outside world goes beyond branding. It also serves an important function from a range of standpoints such as promoting our social contributions and our close, positive ties with stakeholders. In order to achieve these, I request that in addition to the approach to public relations that we have used to date, we also use new methods such as Facebook or YouTube or smartphone applications, thereby continuing to press ahead with a strategic public relations campaign that employs a range of media.

In order to realize our goal of “universal entry for students,” I request that you further enhance the content of your foreign language webpages, starting with English. In comparison to just a few years ago, the administration of webpages has become a far simpler task. From the point of view of strategic public relations, please also consider

making appropriate use of the webpages of each of our faculties and departments. We will continue to strengthen our links with our alumni associations, including those overseas, and with our Parents' Association.

The ongoing efforts of every member of the Gakuen are essential to such public relations activities. We need to be even more aware that public relations activities are also an important factor in terms of our success in acquiring a stable supply of students, securing external funding and receiving donations.

Public relations will also serve an important role with regard to the various fund-raising activities being run, such as the Development Fund. Once again, I request the cooperation of every member of the Gakuen on this front.



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