

President's Position Paper for 2016

Dear All Staff in Nanzan University,

I. Basic Position

In order to put due emphasis on the Christian foundation of Nanzan School Corporation, the yearly Position Paper of the president usually begins with a reference to the Bible or to the teachings of the Catholic Church. This year, I will use Pope Francis' encyclical letter "Laudato Si - On Care for Our Common Home," published May 24, 2015.

Even though it is not the first time that social and environmental issues were addressed in a papal encyclica, "Laudato Si" takes a somewhat different route, a fact immediately recognized by critics who claimed that environmental problems should not be the object of Church teachings. Laudato Si begins with a statement that confronts such criticism (the demand for a separation of Church teachings and scientific research) with a clear image: "Our common home is like a sister with whom we share our life and a beautiful mother who opens her arms to embrace us. . . This sister now cries out to us because of the harm we have inflicted on her by our irresponsible use and abuse of the goods with which God has endowed her."

While religious teachings in themselves are not enough to explain, for example, the changes occurring in our natural environment, this faith, expressed through religious teachings, has always served as a challenge to a purely instrumental view of our natural environment by providing an image of what is central to all we know, see, and hear - the Earth as God's creation entrusted to the care of us human beings.

What comes into view here is an important aspect of the motto that expresses the essence of Nanzan education, *Hominis Dignitati*. Human Dignity will not become an integral part of society unless there are people who care about our common home and who have acquired the knowledge and skills necessary for making our common home a better place. Thus, the worst result of a university education would be students (and faculty, for that matter) who care only about themselves - educated people who say "I don't care."

At the center of teaching and research at a Catholic institution of higher education such as Nanzan University is the understanding that members of this academic community are called to take an active role in caring for this Earth, the common home of all human beings. Responding to this challenge (and working to build a truly international society) demands that we look for ways to make our research and teaching relevant to the problems in our global era. This includes providing opportunities for our students where they can show that

they can make a difference - the Nanzan difference - by taking part in the search for viable solutions to problems that beset our common home.

In last year's Position Paper, I stressed the importance of a general education program, the part of the curriculum that will always remain an object of unceasing self-reform. This year again, I would like to emphasize once more the importance of making the core values of *Hominis Dignitati* an integral part of our curriculum to ensure that students and faculty across all disciplines become an academic community, that - through learning, teaching, and research - shows how it cares for our common home.

II. Priority Issues

1. Actualizing One Campus as having Facilities with Multiple Functions

This year, campus integration, summarized as "One Campus Many Skills", will reach the final stage of its preparation. We will organize Nagoya Campus as a base for education and research, that is, a campus with various functions to deal with computerization and internationalization. Furthermore, by uniting two campuses into one and by establishing new buildings in Nagoya Campus, we will have extra human and physical resources. By making use of these extra resources, in addition to the reallocation of the Faculty of Policy Studies, I hope that all faculties and departments will use this opportunity to lower their boundaries, and increase the number of classes that students can choose by themselves in one integrated campus.

It may sound a little extreme, but goals of learning are achieved once students are able to answer questions about why they learn. This is because students are able to discover problems within the self, and perceive the necessity to solve them. Being aware of the importance of solving problems encourages them to succeed in developing themselves by generating their attitudes toward acquiring and organizing skills that are necessary for problem solving.

I hope that learning in Nanzan University is like this, that is, self-directed learning on the basis of being aware of problems by students themselves. It is deeply related to students' career goals what problems they discover and what they want to solve. I would like students to perceive it as important to make wise decisions about which classes contribute to their own careers. Nanzan University needs to establish a learning environment suitable for students when they ask for various types of learning. In order to respond to this, introducing a quarter system, and introducing active learning will be important issues and they will be mentioned later in this paper.

In relation to the basic position, I would like to ask you to continue to revise the general

education curriculum. General education should not be merely placed as a preparatory education for students' majors, but it should be designed, with appropriate credits assigned, so that students can discover problems by themselves and formulate their own values.

2. Establishing the Faculty of Global Liberal Studies

The Faculty of Global Liberal Studies, which is set to be established in 2017, aims at promoting mutual understanding with others whose cultural backgrounds are different, and carrying out global liberal education which emphasizes the importance of cultivating multiple values for overcoming barriers of nations and regions, to cope with the rapid pace of globalization. The Faculty also aims to develop students who can understand and analyze various problems caused by cultural barriers, and who can take action by collaborating with others to solve problems, as citizens who are living in the 21st century. This year, please continue to work hard to establish this Faculty, such as by taking an active role in public relations when addressing applicants, high schools, and companies.

To develop students who can achieve such goals, the Faculty of Global Liberal Studies is also planning to introduce a new curriculum that Nanzan University has not had, such as actively introducing courses open for both the Faculty of Global Liberal Studies and the Faculty of Foreign Studies, and the major/minor system. These new systems are worth being considered by other faculties. Please endeavor to create learning environments where students can take charge of their own development.

3. Promoting Further Internationalization

Campus internationalization has been one of the priority issues in the president's position papers for the past few years because Nanzan University has focused on its international character as a part of the Nanzan brand. Last year we formulated "Vision for Internationalization in Nanzan University." The goal explicitly stated in this vision was that Nanzan University will produce needed human capacities by empowering individuals to become a power in and for the world in our global society. Nanzan University will strive to achieve the goals of the Nanzan Grand Design by 2027 while professing that it will be a university which is open to the world as well as rooted in the regional community. The human capacities mentioned here should include respect and enhancement of human dignity as attributes of persons who have both a wide range of knowledge on an international level, and a deep technical knowledge in their expertise. Working toward achieving this goal of graduating such resourceful persons, we need to work steadily on the project based on this Vision for Internationalization such as increasing both the number of overseas universities with exchange agreements and the number of Japanese students who will study abroad.

It was my great joy that the “Japan-Latin America Student Mobility Program: Human Dignity and Harmonization in Migration and Coexistence,” the initiative created in collaboration with Sophia University, and Sophia University Junior College Division was adopted in the “Re-Inventing Japan Project: Support for the Formation of Collaborative Programs with Latin America and the Caribbean, Turkey” by the Ministry of Education, Culture, Sports, Science and Technology-Japan in 2015. It goes without saying that this project should move forward. In addition, campus internationalization is an important issue for Nanzan University this academic year again.

I request that we will continuously examine the measures for further enhancement of students’ diversity and mobility this year. Regarding Japanese students’ going abroad, last year each faculty initiated short-term study abroad programs with distinctive features, and thus environments for offering opportunities of going abroad were greatly advanced. This year, I request that all faculties finalize plans for study abroad programs which meet students’ needs, and make every effort to fulfill achievements in the existing programs. I also expect that the programs should be credited as a part of general education or department courses so that learning abroad can be substantial. Offering overseas internship programs should also be attractive for students.

It has been five years since we first introduced international courses. Currently, approximately 60 classes are offered. As a result, intellectual exchanges among Japanese students and also with international students have been deepened. However, I request that the University make an effort to increase the number of classes to at least 100. Opening as many international courses as possible would increase popularity among students from all over the world. In some cases, a standard where international students can receive scholarship is based on the number of classes that are conducted in English in their accepted university. If there are more than 100 international courses, more international students with scholarships funded by The Association of Christian Universities and Colleges in Asia (ACUCA) will be expected to increase, and this will make a great contribution to internationalizing the campus.

As for accepting international students to faculties, the Faculty of Policy Studies has taken an active role. The Faculty will move to Nagoya Campus in 2017. By using this opportunity, please start considering to accept international students to all faculties in order to further promote student exchanges. I also ask you to start to consider ensuring housing for international students near Nagoya Campus so that they can live safely and conveniently.

Last year we celebrated the 40th anniversary of the Center for Japanese Studies (CJS). We are honored to have a good reputation regarding its education internationally thanks to the graduates’ active role in various parts of the world. Please consider measures to continue its

tradition. Currently, the number of CJS students is not included in the enrollment of Nanzan University. Therefore, please start to consider how we could include CJS students as regular Nanzan students by reexamining the position of CJS in the University. I also ask you to consider the acceptance of exchange students into departments and graduate programs because up until now only CJS has accepted many of them.

We will be continuously active in further strengthening our ties and broadening our network with educational institutions and companies overseas. At the end of the last academic year, we formed an exchange agreement with SMAK Syuradikara Ende, the first time with an Indonesian institution. We will accelerate this kind of ties with Catholic institutions overseas. In addition to this, another possible task is to build a credit transfer system with universities overseas so that exchange students both from and to Nanzan University are able to get dual degrees in both universities. Not only undergraduate but also graduate students and faculty members need to have opportunities for international exchange. Please consider measures so that graduate students will be actively able to study abroad. Regarding exchanges of faculty members, please actively consider whether we are able to establish a program with other universities, which is similar to the faculty exchange program with the University of San Carlos in the Philippines.

III. Future Planning

The basic premise that future planning should be based on the Nanzan Grand Design will remain unchanged. This academic year, too, Nanzan University will continue its organizational restructuring and to move forward on matters concerning campus facilities by aiming at “becoming a university which is recognized in the world, and which produces human resources for the world,” which is stated in the Nanzan Grand Design.

1. Organizational Restructuring

In parallel with establishing the Faculty of Global Liberal Studies, we are planning to introduce majors to the Faculty of Foreign Studies in order for the Faculty to change the enrollment limit and make clear characteristics of each department. I request that each faculty member should work on to provide classes that meet students’ needs.

I ask all faculties, departments, and graduate schools, including the Faculty of Science and Engineering, Graduate School of Science and Engineering, and Graduate School of Social Sciences, which have not yet to come to the “year of the completion,” to continue to strive to explore better organizational structures on the basis of a spirit of “unceasing self-reform.”

Nanzan Junior College and the Graduate School of Business Administration, Graduate

Program in Business Administration will cease accepting applications from the 2017 academic year. The educational traditions cultivated by the college and graduate school faculty will be continued at Nanzan University through educational programs that include the Faculty of Global Liberal Studies and the Graduate School of Social Sciences. Nanzan University will continue to support students' education, finding employment, and decisions concerning their future career until all students graduate from Nanzan Junior College and the Graduate School of Business Administration, Graduate Program in Business Administration.

I would like you to put an emphasis on improving the graduate school more than ever this year. Improving doctoral programs in the graduate school is a very important task. Please work toward building graduate programs to respond to the needs from not only society but also from overseas by looking beyond conventional educational methods and academic fields. One such example could be that providing courses about Japanese culture, social systems, economics, and science and technology taught in the Japanese language would attract international students. Regarding the Nanzan School of Law, please make a further effort to increase the number of applicants this year as well.

We are planning to establish new centers from this year to the 2017 academic year. First, the Information Center was established this year, whose purpose is to lead improvements for information and communication technologies (ICT) in Nanzan University, and to carry out campus wide information education in general and information ethics education in particular. I request that the Information Center adequately fulfill these roles.

In addition to the Information Center, various centers such as the Center for International Affairs, the Health Center, the Foreign Language Education Center (provisional name), the Physical Education Center (provisional name) are planned to be established in 2017. As for the Center for International Affairs, we have been discussing various issues because of its vital role as the number of international students and short-term overseas programs have been increasing. Functions expected of the Center have been becoming more demanding and varied more and more. Please move forward with its preparation rapidly and carefully.

The Health Center is to integrate and enhance student support services that have been conducted by the current Health Room. The Center aims at providing necessary support in the context that the Nanzan Grand Design mentions "universal entry for students" and society is becoming more aware of students who need various support in terms of their social lives in addition to their academics. Please proceed with the preparation to achieve the goals of the Nanzan University Grand Design.

The Foreign Language Education Center is to be founded by reexamining the current system for managing foreign language education in Nanzan University, including English and second foreign languages courses in general education, and Japanese language education

for international students from overseas. The Center aims at providing higher quality education by unifying and streamlining its management system. Foreign language education is one of the important components of the Nanzan brand. I request that we continue to achieve its purpose.

The Physical Education Center will be established for the purpose of building a smooth and effective system for physical education courses in Nanzan University with the help of its faculty members. Please move forward to realize this purpose as well.

2. Campus Facilities

This academic year, the second stage of construction work will continue toward campus integration. This September, a new cafeteria building attached to club and music rooms will be completed. In addition to enriching campus food, it is hoped that this facility will serve as a new site for personal student communication. In February 2017, a new building with offices and classrooms is to be established. This will increase the number of classrooms with the latest equipment. Please continue to strive to work hard so that this new building, by taking advantage of the newest facilities, will be one which ensures such a learning environment as I wrote about in the priority issues above. Because there are some restricted areas, I request that sufficient attention is paid to safety-related matters during the period of construction.

This year, we need to discuss detailed plans for the third stage of construction work. By inheriting the tradition of Raymond's architectural design, we are continuing our work for renovating buildings such as F, G, H, J, K, and M Buildings. To actualize the ICT environment for "Bring Your Own Device (BYOD)" that Nanzan University is aiming for, installing WiFi is indispensable. Although WiFi was available on part of the campus from last year, we will continue to enhance our ICT environment so that students can eventually use WiFi throughout our entire campus.

The library is also one of the important facilities for Nanzan University. The library computer system will be renovated in order to improve its convenience for users including students and Faculty. Until the integration of our campuses is completed, we will make every effort to ensure that its education and research environment is not adversely affected.

IV. Education and Research

1. Toward Introducing the Quarter System

The quarter system will increase the flexibility of the curriculum by shortening the periods of classes. This system will enable us to allocate classes more flexibly from general

education classes aiming at acquiring a wide range of knowledge, to major classes aiming at providing much deeper technical knowledge. This quarter system will give students the freedom to design their independent learning including study abroad. All faculties, departments, and graduate schools have been discussing the quarter system. One more time, however, I ask you to go ahead with a careful reexamination of your curriculum in order not to lose the fundamental reasons for introducing the system. Furthermore, please move ahead to visualize the curriculum.

We have one more year until we introduce the quarter system, and so we need to work taking the time frame in mind. The introduction of the quarter system is a fundamental reform which will internationalize the campus and improve the quality of education and research. In essence, this will be a major reform which is worthy of actualizing various future plans. I sincerely request that all staff be aware of its importance and continue our vigorous preparation in order to make the transition to the quarter system smooth.

Widening options for facilitating students' learning is needed. This can be done by opening classes that include internship and service learning, and providing various study abroad programs. This measure is important so that students can make best use of the merits of the quarter system such as boosting learning effectiveness, and promoting self-directed active learning. Please consider to open new intensive and follow-up classes for students who attend study abroad and volunteer programs. Providing students' independent learning opportunities where they are able to learn what they want to learn meets the purpose of introducing the quarter system.

The quarter system should bring about not only merits in terms of students' learning environments, but also the securement of faculties' time for research activities. Please maintain a perspective that balances education and research, in taking our preparation for the quarter system into consideration.

2. Speedy Introduction of Active Learning

To promote students' self-directed and active learning, teaching methods should be also reformed. More concretely, it is important to positively adopt active learning. Last academic year, a survey was conducted in all faculties and departments on the status quo of implementing active learning in class. Based on the results, I request that you consider positively the introduction of active learning corresponding to the quarter system.

Active learning will be actualized not only by teachers' individual efforts to improve and change their classes, but also by opening new classes that adopt internship and service learning. I request all faculties and departments to continue to work in order to prepare for our curriculum that can make the most of the merits of the quarter system such as opening up new

classes including internship, service learning programs and project-based learning. These classes will be encouraged to be open in the second quarter. I also would like all teachers to show positive attitudes by sparing no effort to improve their class management.

Faculty Development (FD) activities are also essential for moving ahead on educational reforms. I would like to request each faculty, department, and graduate school to continue to plan and implement attractive FD activities in order to raise faculties' awareness toward educational reforms such as introducing the quarter system.

3. Collaboration with Other Universities

It is again important for us to strengthen our links with other universities, both in Japan and overseas. Within Japan, we will further strengthen our ties with the Toyota Technical Institute and Sophia University. With the Toyota Technical Institute, we will continue to develop the various types of education and research collaboration that we have established to date including credit transfer, interlibrary access, and joint lecture series. In addition to these existing programs, please work to strengthen further relationships in terms of research, including joint research projects by using external subsidies such as Grants-in-Aid for Scientific Research. We will move to further strengthen our relationship with Sophia University by not only having deep cooperation in the annual Sophia-Nanzan Sports Festival, but also promoting the collaborative initiative "Re-Inventing Japan Project" that was adopted last fall. Please make an effort to carry out the project in line with the schedule for the purpose of establishing a model of exchange and partnerships in international higher education, which is aimed at in this program.

It is also important for us to have ties with other universities through the credit transfer system. From the viewpoint that we need to provide students with options for various forms of self-directed learning, we will continue the credit transfer system with the Aichi Prefecture University Presidents' Discussion Group, the Toyota Technical Institute, and the Seto Consortium of Universities, and we will strive to explore its further development. In addition, studying at another university within Japan as a measure to strengthen our relationships is worth examining as one meaningful option. Please go ahead with discussing ways for various measures to promote students' self-directed and active learning.

Strengthening relations with Catholic universities in Japan and overseas is concerned with our identity as a Catholic university. At present, we have a teaching staff exchange program with the University of San Carlos in the Philippines, and every year our students and teaching staff take part in the Association of Southeast and East Asian Catholic Colleges and Universities (ASEACCU). Please continue these efforts, and aspire for further development. I request each faculty and graduate school to actively consider possibilities to strengthen our

ties with Catholic universities in Japan and overseas.

To achieve our educational goal cited in the Nanzan University Grand Design, “To become a university which is recognized in the world, and which produces human resources for the world,” it goes without saying that ties with other universities overseas are indispensable. In addition to student and academic exchange programs between the Faculty of Law and the Nanzan School of Law, and Hannam University and Sogang University in South Korea, please consider ways to improve our relations with universities overseas at the organizational level based on the University’s support for each faculty’s personal network with universities and institutions overseas.

4. Reexamining the Three Policies

Our curriculum reform to cope with the quarter system is expected to be a major one which may impact on the reexamination of the three policies (diploma policy, curriculum policy, and admission policy) that each faculty, department, graduate school, and graduate program have announced. We will revise Nanzan University’s three policies. At the same time, I request that each faculty, department, graduate school, and graduate program start considering the revision of these three policies taking into consideration their consistency with new curriculum that you would like to enact.

5. Actively Securing Grants for Scientific Research

All of our academic staff must activate research activities and share them with the society in order for Nanzan University to also be an excellent research institution. To achieve that, I request that we will continue to make every effort to secure external subsidies such as Grants-in-Aid for Scientific Research. This academic year again, I request that everyone strives to secure some form of external funding by considering the broad range of possibilities that exist beyond Grants-in-Aid for Scientific Research.

I would like each unit of organization such as faculties and graduate schools to consider the possibilities for applying for external subsidies to secure various types of external funding including not only the one as typified by Grants-in-Aid for Scientific Research, but also funding screened by other government ministries and agencies, corporate enterprises, and corporations. At present, funding allocations which are part of in-house subsidies are allocated in accordance with applications for external subsidies. This has been because we encourage faculty members to apply for and obtain external subsidies. From now on, I request all faculty members who are engaging in research activities to strive to obtain external subsidies. From this viewpoint, I also ask you to change the system for allocating in-house subsidies to be more related to applications for external subsidies. In addition, please make an

effort to improve the support system in order to reduce the burden of miscellaneous work for teaching staff who have secured subsidy funding.

Please do not forget that researchers have a social responsibility accompanied by their research activities. So, I request that teaching staff conduct their research activities in line with research ethics, disavowing academic dishonesty.

6. Enhancing Support for Students

These days, students' needs are increasing. As a result, universities should provide support for students that goes beyond providing education, such as extracurricular activities and job hunting. Last year, the Act for Eliminating Discrimination against Persons with Disabilities was enacted, requiring that appropriate care should be strived for school education widely. 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 not only physical but also psychological disabilities, thus facilitating a system for a broader range of students' needs is necessary. In order to be able to improve the support system, we will move ahead with preparations for establishing a new Health Center, expected to be founded in 2017. 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. In addition, please make an effort to improve their wide varieties of academic and social support for international students.

Today, it is a profound social issue that many students are facing difficulties with their studies for economic reasons. Although our support to them is restricted because of the limited budget, we will provide appropriate economic support as much as possible. As an example of this, this year again, Nanzan University will continue to waive entrance and tuition fees up to the total amount due for university for those affected by the Great East Japan Earthquake and Tsunami. Also, in order to further encourage students whose results have proven their enthusiasm towards their studies, working within our allocated budget, we will continue to offer economic support by appropriate scholarships.

V. Social Contribution and Links

1. Social Contribution

In the midst of increasing demand for education among people already in the workforce, universities should respond to the needs of their regions and communities and, in turn, look for support from their communities. We will further enhance the Nanzan University Extension College to meet the needs of such people in our region. In doing so, please also consider the introduction of online education in the Extension College.

The Nanzan University Museum of Anthropology has served as a site to connect Nanzan University and the local community. This year again, as a museum which is open to the local community, please actualize attractive plans by promoting ties with other organizations outside campus in addition to carrying out fieldwork and open lectures.

2. Cooperation among Industry, Academia, and Government

Following the Nanzan University Policy to Strengthen Connections between Industry and Academia, we again will work to strengthen connections between industry and academia, will return to the society intellectual accomplishments that we were able to get through research activities, and will serve as a knowledge base where intellectual collaboration will emerge by gathering various people with different social roles. For example, we have made an effort to improve our education by carrying out an internship program through an agreement with the Bank of Nagoya, and opening a donated course in the Faculty of Economics by signing a memorandum with the Tokai Local Financial Bureau-the Ministry of Finance, and we will continue further efforts to strengthen connections between industry and academia. 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 case of a disaster, makes an important contribution to society. The University gymnasium and swimming pool have already been assigned by the Nagoya City authorities as emergency related facilities. 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. As preparation for a large-scale natural disaster, we have begun systematically stockpiling emergency provisions for students and various emergency supplies. 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 2016 academic year was 25,773. This is up by 1,164 on the previous year's figure of 24,609. 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 subjects & 5 subjects type, and second application period). However, there were departments that posted a decreased number of applicants. It is widely known that student recruitment will become increasingly difficult as the population of 18 year-olds continues to decrease. In this context, it is important that we continue to take measures appropriate to these circumstances. The most important consideration in terms of securing, maintaining and improving the number of applicants is still the need to offer attractive programs in our faculties and departments. Ongoing curriculum reform in response to the introduction of the quarter system needs to be conducted taking this fact into consideration. Entrance examinations for the 2017 academic year will have major changes due to the establishment of the Faculty of Global Liberal Studies and the introduction of the major system in the Faculty of Foreign Studies. Misono Jogakuin Senior High School will be added to the recommendation list for high schools within the School Cooperation in association with the cooperate merger. Please carefully prepare for this to deal with these changes.

Corresponding to the introduction of the quarter system, it is effective for us to adopt a September entrance system in order to boost graduate schools by accepting diverse students including international and adult students. I request that each graduate school consider their entrance examination systems and supervision toward actualizing a September entrance system.

In order to accept a diverse range of students, we will need to continue to work to activate the introduction of external examinations and new screening methods for measuring students' authentic academic performance more appropriately. Please do not forget that the entrance examinations are also a part of "unceasing self-reform."

2. Finding Employment

We are witnessing a trend toward improvement in job opportunities judging from the fact that in 2015 the jobs-to-applicants ratio for university graduates increased slightly over the previous year, and that of 2014 which saw a remarkable increase. Please make the most of these circumstances. 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. The timing of the start of job-search activities for those students planning to graduate in March 2017 will again change, so please consider what needs to be done to accommodate this. I request your continued assistance in helping the career support service fit in with the integration of our campuses currently underway, and in creating an environment that fosters initiative among students in career education, corresponding to the introduction of the quarter system.

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 contribution and our close, positive ties with stakeholders. Particularly this year, please actively convey information such as the establishment of the Faculty of Global Liberal Studies that is planned to be open in 2017, the campus integration, and cap changes, and the introduction of the major-minor system in the Faculty of Foreign Studies. In order to achieve these, I request that we press ahead with our strategic public relations activities by making use of a range of media such as Facebook, YouTube, or smartphone applications.

From the point of view of strategic public relations, please also consider making appropriate use of the webpages of each of our faculties, departments, and graduate schools. We will continue to strengthen our links with our alumni associations, including those overseas, and with our Parents' Association.

Please be aware that every member is playing an important role in 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. I would like you to continue appealing the strengths of Nanzan University all the time. 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 on this front.



Michael CALMANO
President
Nanzan University