

President's Position Paper for 2019

To All Staff in Nanzan University

I. Basic Position

I am in now in the third year of my role as president of Nanzan University. Again, this year, I hope that we all continue to pursue 'maturity' as a university by working together to achieve 'growth' through our collective efforts toward personal development as well as innovation through the 'awareness' of the charisma we all possess.

This year we welcome in a new imperial era name. In the thirty years since the era changed from Showa to Heisei, we have seen spectacular technological advancements such as the Internet and artificial intelligence. The rapid advancement of science and technology in our global society requires us to question the paradigms of society and even what it means to be human.

No matter how advanced science and technology becomes, the purpose for which it is used relies upon peoples' will and ethical judgment. In 2015, the United Nations set down a list of "Sustainable Development Goals" (SDGs) to be achieved by 2030. I think that these goals owe their origin to an awareness of the issue of how to protect and further enhance human dignity during this period of rapid technological advancement. To that end, our educational motto "*Hominis Dignitati*" (For Human Dignity) is something that will gain attention as various tasks are attended to with the future of the human race in mind.

When explaining our motto to students, I often refer to the words Jesus Christ first conveyed to the Pharisees from Mark 12:31: "Love thy neighbor as yourself." The reason for this is that "human dignity" refers to starting with recognizing your own irreplaceable value, which then leads to respecting the same value in others. By doing so, you are able to understand that we are all sacred. Additionally, the "For" part of our motto implies encouragement and is a characteristic of our motto. To that end, I ask that we all work together in setting our motto of "For Human Dignity" as the central core of our education and research activities.

II. Future Planning

1. Campus Facilities

Presently, we are in the middle of Stage III and IV of the Nanzan University Nagoya Campus Facilities Plan (2017-2021), which has been named the Raymond Renovation Project. The plan aims to improve the education and research environment for students and staff. It is scheduled to be completed in 2021. Last year saw the completion of the artificial turf on our sports ground and

the installation of student lockers. Whilst not completely finished yet, we have also added more research seminar rooms and learning commons for our students. In addition, this year will see the completion of all of the classroom renovations. In line with these renovations, we are currently working on further enhancing Wi-Fi coverage throughout the campus. I hope that all students and teachers make full use of these improvements in order to conduct effective research and study activities.

From July this year, our campus will become smoke-free in line with the amended Health Promotion Law that came into effect last year with the aim of eliminating passive smoking. Your cooperation and continued efforts to maintain your health are appreciated.

2. Organizational Restructuring

Under the banner of ‘One Campus Many Skills’, we completed campus integration in 2017 and have made a number of advancements toward becoming an interdisciplinary research and education base in accordance with the goals set down in the 2007 Nanzan University Grand Design. We have established the Graduate School of Law, which aims to foster experts and researchers in the field of law. The next stage in our restructuring will involve collaboration between teachers and administration staff to utilize their collective knowledge and abilities to realize the message embedded in ‘Many Skills.’ In order to further enhance our education and research, it is vital that we all continue our efforts to achieve organizational restructuring based on the spirit of ‘unceasing self-reform.’

At faculty level, in keeping with our campus integration, I would now like the Faculty of Science and Engineering to work on their review of departmental reform so that its education curriculum continues to meet the needs of this age of science, technology and information.

At graduate school level, the evaluation criteria for research supervisors have been clearly stipulated and graduate school deans are now able to attend the Nanzan University Deliberation Committee. In this respect, our graduate schools are expected to make their roles and goals clear, and as such, I request that each graduate school carries out discussions on future planning.

3. Nanzan University Grand Design Review

Over ten years have passed since March 2007 when the Nanzan University Grand Design for the next 20 years was devised. During that time, a number of unexpected changes have happened. In November 2018, the Ministry of Education, Culture, Sports, Science and Technology (MEXT) published its ‘Grand Design for Higher Education toward 2040 report’. Within the report, MEXT indicated a number of areas to be realized including ‘shifting to learner-oriented education’, ‘ensuring diversity and flexibility in systems’, ‘restructuring of quality assurance for learning outcomes’, and ‘maintaining a basis of knowledge for all generations.’ Taking into consideration

external environmental changes that have occurred between 2007 and now, the improvement of our environment internally and the mid-to long-range policies of MEXT, the Office of the President has put together a team which is currently investigating and reviewing various areas to clarify the direction in which we should move in the future. The Office will announce the results of this review during the current academic year. To that end, I ask that all administration offices, departments, faculties and graduate schools take this opportunity to review their future visions.

4. Strengthening External Collaboration

Based on our motto of ‘For Human Dignity’, I would like us to strengthen our activities so that the collaborative relationships with domestic and foreign universities, research institutions, industry and local government bodies enable us to fulfill our role as an education and research base.

In December last year, Nanzan University and Sophia University concluded a framework agreement with the aim of fostering a higher level of globalization, education and research. The main purpose of this agreement is to promote the realization of a shared philosophy that focuses on social contribution as well as education and research excellence based on the spirit of Christianity. Accordingly, I request that all staff begin exploring ways to realize cross-credit accreditation, domestic study trips and mutual interaction among our students, teaching and administration staff. Furthermore, we are currently undertaking cross-credit accreditation and mutual course entry between the graduate schools of Nagoya University and our Graduate School of Law and Graduate School of Science and Engineering. From this academic year, cross-credit accreditation will commence in the Graduate School of Humanities. The array of collaborative education and research activities with Toyota Technological Institute will also continue.

In September 2018 Nanzan University was selected as one of the Japanese universities to promote Collaborative Online International Learning (COIL) between the U.S. and Japan under the banner of the MEXT Inter-University Exchange Project. This project sees us move forward with the promotion of mutual exchange between Nanzan and our partner universities in the U.S. using a range of online tools. Additionally, Nanzan University is the governing school for the Japan Association of Catholic Universities (18 affiliated universities) and, from this academic year, I have been selected as the Japan Director for Association of Christian Universities and Colleges in Asia (ACUCA with a membership base of 62 universities (13 in Japan) across 8 countries and regions). In this respect, I ask that we continue to strengthen ties with our partner universities both domestically and abroad.

In regards to administrative-level activities, various collaborative efforts have begun including dispatching staff to the Japan University Accreditation Association and interaction with administrative staff from overseas universities through Erasmus+. It is my hope that we continue

to actively dispatch staff so that they can share and make use of the results gained from such interaction.

The Nanzan Alumni welcomes in a new chairperson, and to mark this, I would like us to further strengthen ties with our alumni. Please consider new ways to connect and expand overseas networks through the Nanzan Alumni and graduates of our university for the benefit the career-design education of current students.

5. Strategic Promotional Activities

We now face the challenge of a declining population of men and women in the 18-year-old bracket and further diversification of information tools. Therefore, it is necessary to create a strategic framework for the dissemination of information to prospective students and their parents. In this respect, I would like all teachers, administrative staff and related offices (Office of the President, Admission Division, Center for International Affairs) involved in promotional activities to work together. Please create opportunities on a regular basis to share and discuss ideas regarding how to disseminate information about Nanzan University.

At the same time as enhancing our international brand, I request that everyone clarify the characteristics and strengths of their respective faculties and graduate schools and strive to actively promote them.

III. Promoting Internationalization

1. Further Advancement of International Exchange and Collaboration

By the end of the 2018 academic year, Nanzan University had entered into 16 new university exchange agreements, bringing the total number of partner institutions to 102 universities in 30 countries. Within the ‘Vision for Internationalization in Nanzan University’, our goal is to establish agreements with 130 universities by the completion of the Grand Design initiative in the 2027 academic year. Here, I want us all to continue to work hard to deepen our current relationships and to establish more exchange agreements. In 2017, short study-abroad programs were established in all of our faculties. Please continue to enhance these programs based on feedback from participating students.

As mentioned above, Nanzan University (NU) was selected as one of the Japanese universities to promote Collaborative Online International Learning (COIL) between the U.S. and Japan. Our project is called NU⁴-COIL². This refers first to collaboration with the U.S. (Nanzan-United States) using Japan (Nippon-United States) as our domestic base, from which collaboration with other countries (Nanzan-Universal) around the world will be developed. In this respect, I ask that all faculties and graduate schools actively select courses that can use the COIL online

collaborative learning design to conduct classes with overseas universities. The aim is to foster career oriented interactive leadership skills among our students who are equipped with multicultural, interdisciplinary, problem detection and solution skills.

2. Establishment and Development of Faculty and Graduate School International Student Host Systems

Presently, Nanzan University hosts a large number of international students. Many of them are students studying Japanese at the Center for Japanese Studies. Please look at ways to increase the number of courses open to international students who possess a high level of Japanese proficiency. As Nanzan University continues to increase the number of international students through our exchange agreements with overseas universities, I would like all faculties and graduate schools to look into creating flexible systems that allow international students to study their specialist fields through the medium of the Japanese language. At the same time, I request that our graduate school teaching staff consider the possibility of developing a framework that allows international students to undertake research.

We need to attract more international students in order to enhance our borderless learning environment. To this end, please consider measures to increase the number of degree-seeking international students.

3. Development of Strategic Promotion of Nanzan University's Internationality

Nanzan University has always promoted its internationality as a significant point of attraction of our university. In order to further enhance this appeal, I would like us to review our promotion strategies and methods, including ways in which we can advertise the successful results of our MEXT sponsored Inter-University Exchange projects. In addition, please look at the possibility of securing more international students through the delivery of information to Japanese language schools. Participation in university admission fairs and workshops that cater for international students will also be useful.

Please also endeavor to promote our numerous international and cultural exchange activities, such as the international week events, and publicize those events externally. On top of these activities, I would also like our staff to think about visiting high schools overseas through connections made at international study abroad fairs and using our representative offices in China (Shanghai and Beijing) that were opened last year. Also, I request that we review the possibility of establishing more such offices overseas.

4. Current Project Continuation and New Project Development

Nanzan University has undertaken many internationalization-themed projects to date. I want us to look at ways to effectively use what has worked well as a framework for future possibilities. This year is the final year for the LAP (Sophia-Nanzan Latin America Program) project, but I would like those involved in this project to consider how the platform, namely the Japanese program, can be continued beyond the project term. From this year, Foyer Nanzan will be used as an international student housing facility. As we expect to welcome more international students and scholars to Nanzan in the future, I would like Nanzan University to continue to develop this type of housing.

IV. Education and Research

1. Effective Operation of the Quarter System

Nanzan University introduced the quarter system in the 2017 academic year due to a rise in the importance placed on the international applicability of degrees and on the quality assurance and excellence of university education.

The quarter system has a number of advantages. Firstly, it allows for flexible course scheduling and for an improvement in the effects of short-term concentrated learning. Furthermore, students have more choices in the second quarter in terms of short-term study-abroad summer programs, service-learning programs and other autonomous learning opportunities.

This academic year, I would like us to look for ways to secure research time among all of our teaching staff by brainstorming ideas to make it possible. For example, one way could be considering a flexible systemization of intensive classes so that time can be allocated in the second quarter for research and data collection activities.

This year we will publish a mid-term report that examines the quarter system. Since implementing this system, the main issue that has come to light is the tightness of the academic year schedule. The present class time schedule is based on an eight-week approach, with fifteen 90-minute classes for accreditation, and so please start to examine ways to improve this situation.

2. International Course Category

At Nanzan University we have pushed ahead with the opening of International Course Category classes in an effort to promote a ‘borderless learning environment’ and a ‘virtual-study abroad experience before going abroad to study’. We have awarded the Nanzan International Certificate to those students who have completed 24 credits from this category. This year, I would like this system to be further strengthened and substantialized. This includes making efforts in all faculties and graduate schools to confirm and review the objectives of opening these courses and the

significance of the Nanzan International Certificate. Additionally, it is important that the significance of these courses is conveyed to our students. To that end, I would also like all relevant staff to review the overall management with regard to offering these courses.

3. Establishment and Operation of an Education Quality Assurance System

In 2020 Nanzan University will undergo accreditation by the Japan University Accreditation Association. In 2018, we created the ‘Nanzan University Internal Education Quality Assurance Committee Regulations.’ We have also made amendments to other relative sets of regulations. In line with these regulations, this year we will establish teaching and learning management practices to ensure education quality, so please continue to push forward with campus-wide self-assessment, self-evaluation and internal quality assurance activities by means of an effective PDCA cycle. Information regarding the quality of our university education (entrance exam statistics, syllabi, student quota per teacher etc.) is already available to the public. However, in preparation for the upcoming accreditation, we will examine what type of information should be made public in terms of the visualization of our students’ academic achievements as well as the university’s education achievements. Accordingly, I would like each faculty and graduate school to make ongoing efforts to ensure their structured curriculum reflects the three policies. In addition, please assume a positive approach to conducting FD activities in each faculty and graduate school.

4. Nanzan University as an Education and Research Base

Our university has grown to include a total of eight faculties and six graduate schools on one campus. We will continue to work on organically intertwining the fields of humanities, social and natural sciences to enhance our interdisciplinary education and research. Here, I ask that all faculties, graduate schools, research institutes, centers and our museum of anthropology strive to further develop themselves as education and research bases both domestically and internationally. Some excellent examples of this can be seen in some of the projects undertaken last year, such as the collaborative lectures with the Toyota Institute of Technology on ‘sustainable society’ with a focus on discussions from ethical, philosophical and scientific perspectives. In addition, other representative examples include the collaboration in exhibition exchange and a symposium between the Nanzan Museum of Anthropology and Meiji University Museum, as well as the series of lectures run by the Nanzan Library on Catholic literature.

5. Student Support

The ‘Nanzan Challenge Project’ overseen by the Student Affairs Office is a student-led project that seeks to utilize campus activities and learning opportunities in ways which provide support for extra-curricular activities such as community and international interaction. All projects

selected thus far have been beneficial in terms of the activities conducted. As such, Nanzan University will continue to support these types of project.

We will also actively encourage mutual support and exchange among students. This includes bolstering the support and exchange between students in our research seminar rooms, learning commons, Stella, the World Plaza, the Japan Plaza and the Centrum Communitatis.

In an effort to provide broad-ranging support for the extra-curricular activities of our students, the laying of synthetic turf on our sports ground and renovations to our sports club houses have been carried out. This academic year sees our university join UNIVAS—the Japan Association for University Athletics and Sport—which was established in March this year. This will allow us to provide more support for the sporting activities of our students in competitions and the like.

We will continue to offer economic support to students through appropriate scholarships provided by the Nanzan Alumni, *Tomonokai*, as well as our own university scholarship structures. Accordingly, I request that all teachers and staff provide information regarding these opportunities to students in need of financial assistance.

Our Health Center has conducted a number of school attendance related projects including workshops on mental health. Please continue to improve student support at all administration and organizational levels.

6. Toward Better Research

In order to conduct better research, it is essential to secure external funds such as the Grants-in-Aid range of research funds.

The Nanzan Academic Society provides financial assistance for those looking to publish research. Last year the society received thirteen applications for assistance, which is double from the previous year and went far beyond the budget limits. This situation indicates that our level of research activity is high. In order to become an ‘education and research base’, I ask that research not only be done on an individual basis, but that all departments and offices cooperate to push forward with group research and that the results are actively delivered to society.

Please conduct your research in the correct manner by respecting and abiding by the research ethics established by Nanzan University.

7. Strengthening our Financial Base for Education and Research Support

In order to further support and develop the education and research of our university, we need to strengthen our financial base. Please continue to examine ways in which we can do this including the possibility of revising school course fees.

In order to further improve the general and learning environment provided to students on campus as well as to hand down our historical Raymond architecture to the next generation, we

launched the ‘Raymond Renovation Project Fundraising’ in July 2018. It started on July 1st, 2018 and will continue through to March 31st, 2022 with the aim of raising 300 million yen. To that end, this year we will continue to bolster the fundraising activities in an attempt to gain support of the project’s objectives by as many people as possible.

V. Entrance Examinations

The total number of applicants who sat the general entrance examination, the *Zengaku Toitsu Nyushi* (Unified Entrance Examination) (Individual Academic Ability-type & Combined with the National Center Test-type) was 20,223. This was an increase of 465 applicants on the 2018 academic year total of 19,758. Combining this number with the National Center Test types (first application period: 3 subjects & 5 subjects type, and second application period), the overall number of applicants totaled 24,780, down 536 compared to the 2018 total of 25,316.

The “Reform Plan for the Articulation of High Schools and Universities” announced by MEXT in July 2017 requires improvements by all universities in entrance examinations for 2021 admissions. The requirements include the provision of multifaceted and comprehensive evaluation of students in terms of the three elements that make up academic ability: (1) Knowledge & Skill, (2) Cognitive Ability, Judgment & Power of Expression, and (3) Independence, Diversity and Cooperation. The Faculty of Global Liberal Studies and the Department of British and American Studies have implemented their own AO Admissions Examination and we have also started an AO Admissions Examination for Catholic high schools. In this context, I hope that other faculties consider the introduction of their own AO admissions examination system.

Additionally, we need to decide and prepare for the way we use the *Daigaku Nyugaku Kyotsu Tesuto* (University Entrance Common Test) that will replace the current National Center Test as well as the introduction of external examinations evaluating the four skills of English (Reading, Listening, Writing and Speaking). In February 2018, MEXT announced revisions to the Course of Study Guidelines for High Schools. Within the revisions, the introduction of “High School and University Articulation Reforms” stipulates the implementation of Active Learning programs that focus on independent and interactive learning from 2022. Taking these reforms into consideration, we must start to seriously look at the way in which we conduct our entrance examinations.

Our graduate schools shoulder an important responsibility in enhancing our social value from the perspective of linking education and research. Accordingly, I ask that faculties and graduate schools work together to consider ways of strengthening their relationships through the introduction of early graduation systems for faculties and the acceptance into graduate schools of students graduating early.

Please also consider further admission of international students at faculty and graduate school level. Last year saw the introduction of the external Examination for Japanese University Admission for International Students (EJU). Next, I would like us to think of systems designed to accept a diverse range of students including a graduate school program in which all available credits can be taken in a foreign language.

From this academic year, we will create an on-line system for university admission procedures. As such, I request that all related administration offices and departments collaborative with each other in terms of improved work efficiency and appropriate student-information sharing.

Whilst it can be said that the number of entrance examination applicants for Nanzan University remains favorable, there has been a slight decrease in the last two years. Please analyze the entrance examination statistics available through institutional research and consider ways to effectively use the results of this analysis.

VI. Career Support

The 2018 academic year was on par with the previous year in terms of the high percentage achieved in job-to-applicants for university graduates. This indicates that there is a continuing upwards trend in job opportunities. With this in mind, I ask that this year students seeking jobs and the staff supporting their efforts continue to work hard together aiming for a 100% job-placement rate.

In the long-term, job-hunting and life planning beyond university are both important. It is essential for students to clarify their career-path goals. The liberalization of the job-market makes it a more mobile environment. As such, we have combined the Career Support and the Job Search Committees into one committee in order to enhance the structure that handles and supports career-design leading up to graduation. In this respect, I request that we work towards creating a better career-support infrastructure under the newly-formed committee structure. An example of this is the new lecture and workshop series undertaken by the Career Support Office last year.

Please strive to strengthen links with industry, including through channels involving our graduates. For example, the second quarter is designed to allow students to participate in internships. With this in mind, I want us to consider how we can make this kind of opportunity possible by proactively informing companies of the quarter system structure. The Faculty of Business Administration currently conducts classes in which they invite graduates in as guest lecturers. Through these lectures, our current students are able to hear about a number of different industries, which in turn gives them a deeper understanding of the realities of the working world. Through such efforts, we should be able to think of ways to strengthen ties with our alumni and *Tomonokai* members.

With regard to career-design, I also ask that we come up with ways to create opportunities for overseas collaboration. In that respect, one project that commences this year is an overseas internship program with the Aeon Group.

Furthermore, I request that we consider further improvement in career-support activities for our international students, particularly in terms of more internship programs. Presently, our university is participating in the Aigi (Aichi & Gifu Prefectures) Career Development Consortium for International Students, but I would like us to look beyond this for additional development.

VII. Conclusion

In September 2021, we will celebrate 75 years since the establishment of our university's predecessor, the Nanzan College of Foreign Languages. How we approach this auspicious occasion, and more importantly, what we should do from that point onward, are things that we need to start considering now. Accordingly, a project team will be formed this academic year under the guidance of the Office of the President in order to put plans together for this. I invite everyone working at Nanzan University to think of ideas for our future. Let us all continue to push forward by “working together as a team” on the path toward ‘awareness’, ‘growth’ and ‘maturity’.



Yoshifumi TORISU
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