

President's Position Paper for 2020

To All Staff in Nanzan University

I. Basic Position

Next year Nanzan University will celebrate its 75th anniversary. On this occasion, I would like to look back at our history and tradition, as well as to move forward towards the future with a fresh resolution. In John's Gospel, Jesus said to his disciples "Whoever believes in me will do the works that I do, and will do greater ones than these" (Jn. 14:12). It is being expected from us that we further develop Nanzan University, which until now has been created by our forerunners, and that we do even greater deeds. This practice will help realize the motto of our education "For human dignity".

What are we to do now, in order to realize this motto? At the international level, the Sustainable Development Goals (SDGs), adopted by the United Nations 5 years ago, can be considered one concrete task. Among the 17 goals, I would like to especially focus on two of them.

The first is "To take concrete measures against climate change" aimed at by Goal 13. Back in 2008, the Nanzan School Corporation issued the "Climate Declaration of Nanzan School Corporation", stressing environmental problems, and in recent years these problems have become even more severe. As one university community, I would like us to think together and to put into practice further measures that would respond to worldwide issues.

In order to respond to such worldwide issues as a university, it is necessary to share the idea mentioned in Goal 17 "To achieve the goal by partnership". In this moment, in many regions there are growing tendencies to exclude the other. This too is a task we should get involved in, since we want to respect the dignity of every single being. To cope with a globalized society, it is one of the main pillars of our university's Grand Design that we consider as significant the attitude of active acceptance of diversity and that we cultivate it. Our university, which bears the tradition of internationality, is expected to contribute in a special way to the revitalization of global partnership.

At our university, we have so far put into practice various forms of social contribution, yet the demand for it is increasingly growing. The social contribution that can be done by Nanzan University through education and research has always had a global meaning.

Let us therefore keep in mind "the worldwide concern, our contribution" and fulfill the mission of our university.

II. Future Planning

1. Preparing for the 75th anniversary

As I have mentioned in the Basic Position, in 2021 the university will reach the 75th anniversary from its founding. It is important that each constituent member looks back at the past history, reconfirm the identity of our university and construct the image of a university that will continue on after this 75th anniversary.

Last year, we created a university strategic PR promotion working group composed of staff involved in public relations and the related offices. In it, it has been discussed again what the “characteristic and attractiveness of Nanzan University” means, based on the history and identity of our university, and how to send it out. Please continue to make clear what this characteristic and attractiveness of our university consists of and consider further how we can make it appealing before a broader audience.

At our university, we established in March 2007 the “Nanzan University Grand Design” (the future image of Nanzan University 20 years from now). Since then 10 years have passed, and there have been changes that were not foreseen at the beginning. Considering the change in the external environment compared to that in 2007, the substantialization of the internal environment, as well as new guidelines on transformation of higher education by the Ministry of Education, Culture, Sports, Science and Technology, etc., beginning last year, we have launched an evaluation team at the Office of the President and created the gist for an interim report. Apart from that, as an effect of the revision of the Private Schools Act, establishing a mid-term plan has been made a duty for every single school corporation and, hence, we submitted to the Board of Trustees our mid-term plan as a school unit. From now on, keeping in mind this mid-term plan, I want to draw up the gist for an interim report in the form of a simple report.

2. Engagement in self-improvement toward receiving the Attestation evaluation and establishing the university’s various positions

This year, our university is going to undergo an evaluation by the Japan University Accreditation Association. We have advanced preparations for it on an all-university level since 2018 focusing on the drawing up of the Attestation evaluation report. In order for the evaluation to be carried out adequately, please continue taking necessary measures.

Last year, we reorganized the role of self-assessment and evaluation of respective structures, carried out by the Committee for self-assessment and evaluation, and the system of the Committee for internal quality assurance, which carries out such assessment and evaluation from the all-university viewpoint. Please keep effectively utilizing this system and reviewing and improving it continuously, so as to circulate appropriately a PDCA cycle on every level of the university, its structures and its constituent members.

Moreover, since last year, in order to adequately draw up and make public the various positions, to realize our educational idea and objective, we established the “Council for Drawing up and Communicating the University’s Various Positions”, and according to its

instructions, we established subcommittees for drawing up altogether 6 kinds of basic positions, such as “The all-university basic position concerning the working out of the 3 policies”, “The position on the required image of teaching staff and on organizing the structure of teaching staff”, etc. During this year, based on those basic positions, the single structures shall review and evaluate their endeavors and strive for improvement.

III. Promoting Internationalization

1. Further promotion of international cooperation between universities

As of the end of academic year 2019, the number of overseas universities with which we have reached a Student Exchange Agreement has reached 113 universities in 33 countries/regions. In the “Vision for Internationalization in Nanzan University” the plan is to reach agreements with approximately 130 universities by the final year of the Grand Design, i.e. 2027. Please strive to actively discover new partner universities, especially in countries and regions where we have not made any agreement so far, and look for a way to make use of existing agreements effectively and to revitalize the exchange. Also promote agreements between departments that are necessary for reasons of education and research.

Activities of “The Inter-University Exchange Project: Support for the formation of exchange between universities especially in the U.S. using a COIL-style of education”, adopted in 2018, shall be continued. Above all, we are aiming at increasing the number of COIL-style classes up to 48 subjects by 2022. To achieve this goal, please actively introduce COIL-style classes in respective faculties and graduate programs.

Further, please promote the implementation of short-term exchange programs (the faculty-led type), for which there has recently been a great demand, and advance occasions of exchange within the university for inbound short-term international students. Also work out a way to cooperate more substantially between universities, such as furthering exchange between teaching staff who are accompanying students during their exchange programs.

Moreover, try to discuss whether there are possibilities to organize, for example, a study tour with the purpose of learning about Catholic Spirituality and the history and ideas of the Society of Divine Word (SVD), in order to strengthen even more the cooperation between foreign Catholic Universities on the occasion of our 75th anniversary.

2. Expansion and construction of systems of acceptance for foreign students

Last year, a working group regarding the preparation of the expansion of the system of acceptance for exchange students was established and its report has been compiled. In this report, acceptance of exchange students in faculties and graduate programs is being proposed, and it is suggested that a new program be established at the Center for Japanese Studies (CJS), so that students can study about the situation in modern Japan. Above all, acceptance of exchange students in faculties and graduate programs will be a new undertaking for our university. In order for exchange students to be able to take courses in them, please devise a form of courses offered at every faculty and graduate program level. At the same time,

consider also taking proper measures to increase the number of regular international students in faculties and graduate programs.

We are preparing a plan for a new dormitory in the vicinity of the university that will enable the accommodation of 180 international students. While keeping in mind these activities, please administer and utilize continuously the present international students' dormitory.

3. Advancement of outbound foreign exchange students and improvement of short-term exchange programs

In order to further increase applicants for study abroad programs, I would like single faculties and graduate programs to cooperate with the Center for International Affairs to effectively carry out explanatory sessions, to review the usage of the scholarship system, and to look even more for a way to better them.

There have already been short-term study abroad programs organized by every faculty, and many students have participated in them so far. However, now that some time has elapsed since their start, we should evaluate what results they have produced and consider whether these programs can be improved and become even more efficient.

4. Strengthening and substantiation of the “Nanzan International Certificate”

At our university, as “a learning place without borders” and as “a learning experience before actually going to study abroad,” we have been actively promoting courses of the “International Subject Category”, and conferring a “Nanzan International Certificate” to students who took 24 credits from this category of subjects. Since it is a qualification conferred to people who embody the ideals of our university, capable of dealing with international issues, please take measures to strengthen and substantialize this qualification. Also, I would like you to carry out the assessment for this system, and to begin discussions about how to explore new programs or curricula aimed at substantialization of such qualification and about revision of criteria for conferral of this certificate.

5. Other projects regarding the “Inter-University Exchange Program”

The program we were organizing in collaboration with Sophia University “Project for strengthening the universities' world development power (Latin America)” — in short LAP: Sophia-Nanzan Latin America Program — has finished. The platform created through LAP has partly transformed itself and continues as one course of the summer program of the Center for Japanese Studies (LAP: Late August Pre-sessional). In addition to NU-COIL that is being presently continued, from now on please get actively involved in preparing for the acquisition of other external funds as well, such as the “Inter-University Exchange Program”.

IV. Education and Research

1. Establishment and operation of the Education Quality Assessment System

It is necessary that each structure re-evaluate if our university has been properly carrying out education in accordance with its principles. In order to transpose our university's ideals into education and to guarantee educational quality, the 3 policies have to operate according to the PDCA cycle. However, still more important is that the systematic functioning of this PDCA cycle not be self-centered, but rather that it contribute to students' maturation, that it essentially revitalize discussions in view of a curriculum improvement and that it help achieve results for the progress in students' study time. In the Committee for General Education, as well as on every faculty and graduate program level, please inspect whether the curriculum is set up appropriately so as to correspond to the study outcomes defined in the Diploma policy, by reviewing the curriculum map and curriculum tree.

In order to promote qualitative progress, it is indispensable to make use of the IR (institutional research) functions. We are going to research how to effectively collect and utilize information necessary for working on improving various problems.

As far as the graduate school is concerned, while boosting the internationality of our teaching staff's research, please think about possibilities to support international ties in research. Regarding education, I want everyone to look for ways to strengthen the acceptance of a broader spectrum of members of society, while at the same time reviewing the educational content so as to create a particularly attractive graduate school.

2. Preparing for the introduction of a 100-minute class system

We are starting the fourth year since the significant reorganization of our education system in the form of the "quarter system". Based on the results in the mid-term report, in order to alleviate the tight yearly schedule, from 2021, we will start having 100-minute long classes. Please reflect on how to flexibly use this 100-minute class system and make necessary preparations, for example, introducing positive forms of active learning, etc.

3. Aiming at a research-based Nanzan University

At our university, apart from faculties and graduate programs, there are three independent research institutes. Every single institute has achieved noteworthy results to date, following their respective missions and carrying out research activities that pertain to them. In the case of teaching staff who belong to research institutes, a different form of employment is applied to them, in comparison to teaching staff in faculties and graduate programs. Thus, these institutes are structures with strong independence with regard to the content of activity and form of employment. In recent years, the activities of the Anthropological Institute and the presence of second-level research fellows in every institute have been important for connecting these institutes with existing faculties and graduate programs. However, fundamentally there has not been much of a cooperation either between the single institutes or between them and other faculties and graduate programs. Nevertheless, I think that a

further collaboration of these three institutes with existing faculties and graduate programs is worth pursuing, if we consider the limited resources and personnel of our university. Especially palpable is the need for such a collaboration between the institutes and the graduate school.

Also, from the viewpoint of the graduate schools, the implementation of various results of research institutes' activity into its education and research activity can contribute to a widening of horizons and to a deepening of content.

Therefore, I would like you to examine how we can create a framework for realization of cooperation between the three institutes and single graduate programs in their research activity. Please strengthen the organization so that the Office of Education and Research Support is involved in this respect.

4. Student support

As a form of study-support, a system of financial support for students started in April, reacting to the beginning of the "System of study-support in higher education". Despite the fact that the preparation period was short, a complex response is required from us in combination with existing systems of support. Please make sure that information goes in an understandable fashion to all students who might need it.

Regarding support for student-life, we provide acceptance and support for various people. Keeping in mind the realization of a barrier-free environment founded on The Campus Facilities Plan (Stage III and IV), please check the attitude of "universal acceptance". Although we have strengthened the exchange among students through the Student Exchange Center, Japan Plaza, World Plaza, the Multicultural Exchange Lounge (*Stella*) etc., as well as support for autonomous activities at the Learning Commons and students' seminar rooms, please verify the state of their use. Especially for the newly built students' seminar rooms, please explore a way to promote their autonomous use and activities by the students.

Concerning support for extra-curricular activities, support shall be continued so that students can attempt new activities, such as the Nanzan challenge project (e.g. the travel abroad project in Africa [Ethiopia] based on the academic-industrial collaboration with a maker of puffed-grain candy).

I would also like that you continue the special study-support towards students who require reasonable consideration, as we have done actively until now under the lead of the Health Center.

5. Toward an easier-to-work environment for all employees

To promote better education and research, it is also important to realize a working environment that is healthy and easy to work in. Especially in the case of university staff, amidst increased office work connected with university administration, we need to put emphasis on education and research activities that bear a social mission, and on activities of social contribution. That is why we often find ourselves in an environment which is easy to cause overtime work. Based on the agreement between labor and management and on the

amendment of working regulations in regard to the “System of discretionary labor in professional work”, please keep in mind the adequate way of working so as to build a work place in which every staff member can work with dignity and full of life.

Please examine also the existing way of conducting meetings and review further whether there is a way to slim down and make work and meetings more effective.

6. Strengthening of the financial basis for education and research

In order for our university’s education and research to develop even more, the strengthening of our financial basis is required. While making efforts to ensure the admissions quotas, please continue to discuss measures to curtail spending etc. in the Subcommittee for Spending Reduction and Revision of School Fees, and also be sure to put into practice the results of such a discussion.

Furthermore, as far as donations are concerned, I would like you to advance discussions about how to diversify our donations and how to publicize it effectively to alumni, enterprises, etc.

V. Entrance Examinations and Public Relations

1. Response to the introduction of the new admission system

In the 2020 “General Entrance Examination” and the “Unified Entrance Examination” (Individual Academic Ability-type & Combined with the National Center Test-type), the total number of applicants was 18,720, which represents a decrease by 1,503 with respect to the 20,223 applicants from the previous year. Combined with the number of applicants through the National Center Tests-types (first application period: 3-subjects & 5-subjects type, and second application period), the overall number of students applying for admission through these 3 principal test-types decreased by 2,383 in comparison with the 2019 number which was 24,799, resulting in a total of 22,396 applicants. There are probably various causes for this fact: the safety mindset of applicants in view of the end of National Center Test-types or the decrease in number of applicants following the rise of the deviation value in some faculties. Please strive for a more detailed analysis and for implementation of its results. Especially since this academic year is the starting year for the recruitment of students for the Faculty of Science and Engineering, which has been planning a re-organization, please make efforts to publicize appropriately and to obtain a sufficient number of applicants in preparation for this re-organization.

The Ministry of Education, Culture, Sports, Science and Technology announced in July 2017 the “Reform Plan for the Articulation of High Schools and Universities”, and so starting from the 2021 academic year an improvement of entrance examinations will be required from universities, so as to comprehensively evaluate from various angles the three elements of academic ability (1. knowledge and technical skills, 2. power to think, to judge and to express, 3. independence, multi-dimensionality and cooperativity) in selecting among applicants. As is the case with the AO Admissions Examination for Catholic High Schools

(Comprehensive selection type) or the Comprehensive selection entrance examination introduced, for example, in the Faculty of Foreign Studies and the Faculty of Global Liberal Studies, please proceed with discussions about entrance examination methods that comprehensively and more precisely evaluate the three elements of academic ability from various angles in every one of the faculties.

Furthermore, as part of the reform of the entrance examination system, instead of the “University National Center Test” that has been performed to date, starting from the 2021 academic year a “University Entrance Common Test” will be introduced. Please prepare for its proper operation.

The graduate schools, from the viewpoint of a tie-up between education and research, bear an important responsibility for the cultivation of our university’s social value. In the Faculty of Law, a “Special legal practice course” has been established that makes it possible to graduate in three years after the fulfillment of prescribed conditions, stimulating in this way interest in continuing to study in graduate school. Also, in other graduate programs, please consider methods to obtain more applicants, such as strengthening the cooperation between faculty and graduate schools for the sake of revitalization or introducing an early-graduation system in faculties.

Regarding international students, since 2018, an entrance examination before arriving in Japan has been introduced in faculties, which utilizes the score of the Examination for Japanese University Admission for International Students (EJU), and the number of applicants has been rising. With a view of advancing admission of international students in faculties and graduate programs, I would like you to think about systems of acceptance for diverse students.

Since the 2019 academic year, the enrollment procedures have been made available on-line. Taking opportunity of this change, I ask you to promote an even greater efficiency and an adequate sharing of information about students, as well as to begin discussing ways to analyze the results of entrance examination statistics using institutional research and aiming at cooperation between related structures.

2. Strengthening of effective admission promotion

In recent years, many entrance examinees have been using websites, social networking services, etc. to collect information about the university’s entrance examination. In the 2019 academic year, we started the smartphone version of our website, the distribution of information through Instagram, and taking on-line questionnaires during the “Open campus” event. On the level of every structure, please enhance the content transmitted through websites and SNS in order to give a deeper comprehension of Nanzan University.

VI. Career Support

The 2019 academic year has also seen a high percentage of job-to-applicants for university graduates, similar to the previous year, and the situation in finding employment maintains its optimistic tendency. On the other hand, starting from employment of new graduates in 2021,

the “guidelines for selecting employees” (so-called Rules for job-hunting) laid down by the Japanese Business Federation will be discontinued. Accordingly, interviews with enterprises and the schedule for employment will be brought forward, which will mean a great change in the job-hunting environment for students. It is necessary that we accompany them, carefully bearing in mind what kind of influence this might have on the academic aspect.

The Career Support Committee and Job Search Committee have been united, and from 2019, a new Career Support Committee has been established. In other words, a structural system has been set up that deals with career-support throughout a student’s time at the university up to graduation. From now on, we should rank the career-support among the university’s educational activities and promote effectively/flexibly supportive activities whenever needed, while cooperating between faculties and offices that are concerned.

Internship programs, using the second quarter when there are no compulsory subjects, as well as summer vacation, offer students a valuable chance for an employment experience. In order to increase the number of companies which would accept students for internships, please strive to publicize the quarter system functioning as widely as possible and consider new ways of expanding these programs. From the viewpoint of promoting internationalization, I would like you to endeavor to make these internships and career support available to international students as well.

Regarding career support for students, it is demanded that we facilitate a career that will last long after getting hired during one’s life as a professional. Please consider ways to strengthen cooperation with the Alumni association, to make students actively involved in activities of the Alumni association during their time as students, and to increase contacts between alumni and present-day students. I also ask you to explore ways to keep the present-day students informed about the fact that Nanzan University’s graduates are not limited to the Tōkai region, but are active in a wide range of fields and regions, as well as to raise career awareness.

VII. University’s role in the local community and strengthening of various means of cooperation

1. Local cooperation

Our university plays an important role in collaborating with the local community through its education and research activity. I ask every constituent member to use more than ever the university’s intellectual, personal and material resources to make a social contribution. Therefore, it is necessary to grasp what society as a whole, especially local public organizations and the industrial world, is expecting from us, to find out what kind of needs it has, and to search for a way of cooperation between industry, university and government. Presently, many members of the university’s teaching staff are active as committee members of regional public organizations and various related organizations. I would like every constituent member to actively acquire knowledge about local problems and to think about solutions for those concerns.

The Anthropological Museum shares results of our university's research with the public and the Nanzan Extension College continues to offer opportunities for life-long education. Among the users of the library in one year, around 10% are from the general public. Please strive to deepen even more such educational ties with the local community.

Last year, in addition to the original shelter designation, the university had reached with Nagoya City a new agreement on (natural) disasters and reconfirmed the role we have to play as a local reference point during times of disaster, i.e. in making available our facilities. I want us to be able to accomplish this role always, not only in times of a disaster, as a space significant for the members of the local community.

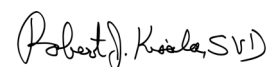
2. Operation and strengthening of various forms of cooperation

I also ask everyone to strengthen the engagement in accomplishing the task to become a place of collaboration with domestic and foreign universities, research institutions and the industrial world, and with various structures of local public organizations. For instance, our university has reached an "Agreement of collaboration on the formation of human resources" with Nagoya Bank, and based on this agreement we are carrying out multiple programs. Please aim at expanding such endeavors. In this respect, the cooperation with the Nanzan University Alumni Association, the Nanzan University *Tomo-no-kai*, and with the *Nanzan Keizaijin Club* will be increasingly of the utmost importance.

With nearby Nagoya University and the Toyota Technological Institute we have collaborated on many enterprises in various aspects of education and research. Last year we also organized a joint SD training for administration staff together with Sophia University, based on the framework agreement reached during the 2018 academic year. Please continue considering new projects of mutual exchange between teaching/administrative staff or students, of domestic study-exchange and of credit transfer.

Conclusion

As I wrote at the beginning in the basic position, I intend to survey the future of this university while looking back at its history, and I am going to fulfill my duty, calling to mind the role that has to be played by Nanzan University in the face of global issues. I would like every constituent member to keep in mind the policy of "world-wide concern, our contribution" and to apply themselves to achieve those goals.



Robert KISALA
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