

International Christian University

Medium-term Plan (AY2026–AY2030)

For a New Creation Each Day

Founded on deep remorse for the devastation resulting from World War II, International Christian University (ICU) was established in 1953 with the purpose of fostering, through higher education grounded on Christianity, individuals who contribute to building peace.

Since its establishment, ICU, which has spearheaded full-fledged liberal arts education open to the world in Japan, has endeavored to establish a free and open academic tradition and to become a place where each and every member of the University aspires to search for truth with multidimensional perspectives underpinned by a deep understanding of humanity. ICU cherishes dialogical communication and critical thinking at the level of day-to-day life on the campus and also at the level of scholarship in education and research, respects the rights of each and every human being based on the Universal Declaration of Human Rights, and places importance on diversity, equity, and inclusion.

In the international community which has seen the passage of a quarter of a century since the start of the 21st century, humankind has still not put an end to war and conflict; and democracy, which seemed to stand with values such as freedom, equality, and diversity, has also been saddled with intolerance and division within it.

Where peace which we seek as our founding philosophy is being threatened, ICU believes that at the heart of peace are love, an aspiration for peace, and forgiveness — that is, the love in the Christian teaching to “love your enemies and pray for those who persecute you” (Matthew 5:44), the setting of hearts on seeking to build peace in the teaching of “blessed are the peacemakers, for they will be called children of God” (Matthew 5:9), and God’s forgiveness and forgiveness between humans, which are inseparable (Lord’s Prayer: “Forgive us our sins as we forgive those who sin against us.”).

In the historical context and contemporary context, those who have hurt each other harbor deep anguish and hatred in their hearts even after peace is restored. Alongside the process of building peace as the absence of war, the process of reconciliation, which leads to deep self-awareness together with peace of mind and mutual understanding, will be increasingly important

in the coming era. In addition to peace supported by Christianity, ICU sets as its mission in this medium-term plan the fostering of individuals who contribute to the realization of inclusive reconciliation. This is the embodiment of the spirit of seeking to “live with a vision (dream) for the future” (Kiyoko Takeda, *Higher Education for Tomorrow*), which is what the first President, Hachiro Yuasa, called and we now still call the “University of Tomorrow” and which is vividly alive at ICU.

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ICU abolished the system of divisions (six divisions) in AY2008 and transitioned to a system of one college and one division (College of Liberal Arts, Division of Arts and Sciences) consisting of 31 majors from the humanities, social sciences, natural sciences, and interdisciplinary fields, implementing innovation in liberal arts education. Furthermore, since AY2020, ICU has redefined *arts and sciences*. What we are practicing is not the fusion or transcending of the fields generally classified as the arts or the sciences. *Science* is derived from the Latin verb *scio* (know); thus, we have compelled *science* to return to “knowing” and “knowledge,” and understand *science* to be “science as in the act common across the arts and the sciences of exploring and discovering what is unknown and bringing what is unknown into the realm of knowledge,” and understand “art as in the skill and academic skill of transforming what was thus discovered that is as yet unformed and new into a form that can be shared with others” to be *art*. A plan for the liberal arts to create itself anew each day through the practice of the *arts and sciences* above is this medium-term plan.

With the development of science and technology, we humans are bringing about great change to the global environment, the environment and structure of society, and the sensibility, thought, and ethics of individual humans who live in modern civilization. Amid constant change, fostering individuals who can implement innovation and problem-solving in various fields for a better society is an important mission imposed on higher education institutions.

A human quality acquired in studying the liberal arts that ICU considers to have been continually important thus far and considers will remain important in an uncertain future is inclusion cultivated through deep interactions with diverse people. To this end, it is necessary to ensure that students on the campus are diverse and develop an environment for fostering

inclusivity through day-to-day campus-life experiences. Through enhancing scholarship programs that do not require repayment supported by donations from alumni, etc. and other measures, ICU is looking to achieve being a university distinguished by its unrivalled diversity in Japan in terms of economic background, place of origin, nationality, etc.

While ensuring the effective functioning of the reformulated *arts and sciences* that ICU practices as an education system in today's society and the society to come, ICU seeks to achieve in this medium-term plan for AY2026–AY2030 the opening of the horizons for new activity in a form that is in line with ICU's founding philosophy and the active conducting of activities as a higher education institution that enable students to become individuals who have the ability to think, sensibility, the ability to judge, and the ability to act to create new value through creation and innovation working to ensure harmony between the artificial and the natural in this digital age. Based on this policy, in the five years from AY2026, ICU will work to enhance its education system, campus life, and inclusive environment and to ensure the diversification of the student body and will strengthen its administrative organization, alumni services, and governance systems.

Shoichiro Iwakiri, President of International Christian University

Positioning of This Medium-term Plan

This plan establishes management policies for ICU for the next five years.

Individual policy adoption and budget measures, including the handling of accreditation evaluation, are to be determined after deliberation by the Board of Trustees or the University Management Committee (UMC) in the process of drafting activity plans for single academic years. In addition, matters not stated in this plan that are judged to contribute to the development of ICU are to be handled flexibly.

We shall share the progress of this plan with the Board of Trustees, the Board of Councilors, faculty, and staff through business reports, etc.; and soliciting feedback widely, we shall make improvements appropriately including revisions to the plan itself as needed.

Basic Policy

- (1) We will maintain and develop our ethos of Christian faith, on which ICU is grounded.
- (2) We will continue and strengthen our current education and research activities.
- (3) We will enrich interactions of students with others and foster skills necessary for reconciliation through the enrichment of campus life.
- (4) We will strengthen engagement with alumni.
- (5) We will firmly establish the Alumni Giving Cycle.
- (6) In line with the stabilization of finances, we will secure necessary personnel and strengthen the structure of faculty and staff organization and will work to improve personnel systems.
- (7) We will strengthen governance in management decision-making.
- (8) We will work to enhance the internal quality assurance system.

I. Passing on and Developing the ICU Ethos

- (1) Activities to raise awareness of the history of ICU's founding and ICU's philosophy
- (2) Support to practice the commitment to Christianity that ICU upholds
- (3) Permanently establishing the Christianity Committee in the Board of Trustees
- (4) Promoting active human dialogue between faculty, staff, and students through open house events, etc.
- (5) Promoting active networking between current students and alumni centered on the Alumni Association

II. Goals and Plans in Education

1. Advancing the *arts and sciences* that ICU proposes (College of Liberal Arts)
 - (1) Advancing liberal arts education that caters to the next generation
 - (2) Strengthening the education system in the areas of Environmental Studies, Information Science, Japanese Language Teacher Training, and Service-Learning
 - (3) Hiring faculty at the discretion of the President to guarantee academic diversity in liberal arts education
 - (4) Reviewing the major system and considering restructuring (considering the appropriate number of courses)
 - (5) Considering measures for the enhancement and sustainability of interdisciplinary majors

- (6) Reforming Japanese Language Program for the enhancement of learning for students whose first language is not Japanese
- (7) Strengthening collaboration between the Common Liberal Arts Programs as a foundation supporting the liberal arts
- (8) Visualizing learning outcomes and enhancing liberal arts education through the visualization
- (9) Establishing a mechanism becoming of ICU where students “learn” about careers after graduation

2. Measures for promoting internationalization in the field of education

- (1) Enhancing the functions of the Center for Global Education (CGE) and establishing a system where international collaboration in education, such as the offering of courses by overseas researchers, may be conducted flexibly
- (2) Establishing a curriculum in line with the philosophy of Japanese-English bilingualism
- (3) Further enhancing exchange program and overseas language program partnerships with institutions
- (4) Enhancing international collaborative learning programs, etc. with countries in Asia and beyond

3. Strengthening systems to select applicants with diverse backgrounds

- (1) Further advancing high school–university collaboration
- (2) Enhancing scholarship programs
- (3) Increasing applicants from abroad
- (4) Evaluating current admissions systems and considering new admissions systems

4. Graduate School

- (1) Doctoral Course: Managing progress of research and expanding career support after completion
- (2) Evaluating the current state of the 5-year Program and establishing measures for improvement
- (3) Considering interdisciplinary Master’s Course programs

III. Enriching Campus Life for All Students and Advancing Living & Learning Modeled on Overseas Liberal Arts Colleges

1. Expanding dormitories: While verifying the significance of educational dormitories, we will consider expanding dormitories in the medium term and establish a long-term vision including the possibility of becoming a residential university, which was our founding philosophy
2. Establishing environments and opportunities such as retreats where students may engage in dialogue with one another and with faculty and staff
3. Support to improve the quality of life of students, including students who do not reside in dormitories
4. Expanding support for extracurricular activities
5. Encouraging active networking with alumni
6. Strengthening support systems to embrace diversity
7. Establishing a study committee to consider 1–6 above (tentatively termed the Campus Life Study Committee; consisting of the Managing Trustee for General Affairs, Dean of Students, Director of the Student Services Division, Managing Trustee for Financial Affairs, Director of the University Secretariat, and others), alongside conducting research on precedents in liberal arts colleges in the United States

IV. Goals and Plans in Research and Academic Exchange

1. Research activities in Research Institutes and Center
 - (1) Strengthening the ability to disseminate academically and in terms of social engagement
2. Reviewing the full-time faculty recruitment process and tenure system
 - (1) Creating systems to recruit and foster faculty appropriate to ICU
3. Enhancing the reputation of ICU's academic presence
 - (1) Proactively applying for competitive research funding and maintaining a high rate of successful applications
 - (2) Conducting original research that might be termed the "ICU school"
4. International exchange and collaboration in research activities

- (1) Building an international research base through collaboration between Research Institutes and Center and the CGE

5. Inter-university collaboration

- (1) Developing partnerships with institutions with which ICU has a common philosophy and would be able to collaborate on the networking or instruction of faculty, staff, or students

6. Research support

- (1) Supporting enriching research activities for a high-quality education

- (2) Strengthening research support systems

V. Engaging with Society and Local Communities

1. Creating and advancing joint academia–industry programs and projects that match ICU’s education philosophy

- (1) Contributing to creating a sustainable society

- (2) Maintaining and strengthening engagement with local government in education and research

- (3) Conducting diverse activities utilizing ICU’s human resources

2. Engagement with JICUF

- (1) Deepening and developing comprehensive engagement based on the spirit of common good to realize the mission shared by ICU and JICUF

- (2) Developing experimental projects for the “University of Tomorrow” that make use of the unique relationship between ICU and JICUF

- (3) Acquiring insight into university management based on cases of American universities

VI. Engaging with Alumni

- (1) Expanding events such as homecoming events where alumni visit the University

- (2) Strengthening systems for cooperation with the Alumni Association

- (3) Encouraging alumni participation in University management and student support

VII. Firmly Establishing the Alumni Giving Cycle

- (1) Communicating to students, faculty, and staff ICU's history of being supported by donations
- (2) Encouraging among alumni the spirit of paying forward

VIII. University Management

1. Strengthening governance in management decision-making
 - (1) Attendance of the Managing Trustee for General Affairs in the Senate
 - (2) Strengthening information sharing with the Board of Trustees and the Board of Councilors
 - (3) Strengthening dialogue with JICUF, an important stakeholder
 - (4) Providing detailed accounts for alumni on University management, education, and research
 - (5) Developing databases that form the basis of IR and creating a fact book
 - (6) Clarifying the chief officer (CXO) for issues that should be handled cross-organizationally
2. Considering measures to strengthen faculty and staff organization
 - (1) Increasing staff as necessary while working to optimize staff allocation
 - (2) Reforming staff personnel systems including human resources development, evaluations (including 360-degree appraisals), and remuneration
3. Regular engagement surveys through faculty and staff questionnaires
4. Considering the development of systems in line with the times (strengthening the IR department, promotion of DX, promotion of DEI, etc.)
5. Improving administrative organization efficiency and workstyle reform
 - (1) Reviewing workflow with the active utilization of AI, and advancing the streamlining, expediting, and simplifying of administration
 - (2) Improving efficiency through the introduction of a university-wide system covering the entire period from before matriculation to after graduation
 - (3) Strengthening faculty–staff collaboration
6. Student participation in University management
7. Building a system to handle issues concerning human rights, etc. promptly
8. Enhancing internal quality assurance systems
 - (1) Research on methods to measure outcomes of liberal arts education under the leadership of the President
 - (2) Conducting large-scale graduate surveys

(3) Plans and activity reports of the Dean of the College of Liberal Arts, the Dean of the Graduate School, and the Dean of Students

IX. Financial Affairs

1. Drafting renovation plans for all facilities on the campus
2. Working to enhance scholarships while changing tuition fees to cover increases in expenses resulting from the implementation of measures in this plan

X. Other Items

1. Promoting the use and strengthening publicity of ICU's environmental and cultural resources

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