



International Christian University AY2026 Activities Plan



University

I. Passing on and Developing the ICU Ethos

1. Activities to raise awareness of the history of ICU's founding and ICU's philosophy

- 1) To achieve the dissemination of information on ICU's commitment to scholarship, commitment to Christianity, and commitment to internationalism, which ICU has upheld as its philosophy since its founding, we will enhance exhibitions of primary sources such as photographs from the period of ICU's founding that are in the collections of ICU Archives.
- 2) We will promote and disseminate the writings of Hachiro Yuasa, including *The Heart of Mingei* (new Japanese-English bilingual edition), which records the founding aspirations of ICU in the words of ICU's first President.
- 3) We will promote and disseminate an illustrated book of "History of ICU through Its Buildings," a special exhibition covering ICU's history.

2. Support to practice the commitment to Christianity that ICU upholds

- 1) While working to enhance various activities such as Chapel Hour (university worship), C-Week (Christianity Week), and retreats, we will create periods for students, faculty, and staff to spend time together in fullness of heart and engage with God.
- 2) Working toward the promotion of "C (Christianity) activities," we will take stock of activities related to Christianity conducted at ICU, and after identifying the elements that are lacking in achieving ICU's Christian mission, we will define and design the roles that the Christianity Committee shall assume.
- 3) We will undertake preparations for creating a pamphlet titled "What does Christian mean for ICU?"
- 4) We will share sacred music widely with society through our organ music. In addition to regular organ concerts, we will hold a Christmas concert event with student participation.
- 5) We will promote participation in Chapel Hour (university worship) using social media and videos and undertake preparations for holding a new work camp.
- 6) We will undertake preparations for creating a campus prayer map.

3. Permanently establishing the Christianity Committee in the Board of Trustees

- 1) Working toward the permanent establishment of the Christianity Committee in the Board of Trustees, we will undertake preparations such as establishing regulations.

4. Promoting active human dialogue between faculty, staff, and students through open house events, etc.

- 1) We will raise awareness of Open House especially among faculty members residing on campus.

5. Promoting active networking between current students and alumni centered on the ICU Alumni Association

- 1) In Homecoming Day cohosted with the ICU Alumni Association, we will advance programs strengthening “vertical ties” between alumni and current students and provide an opportunity for reaffirming our identity as the ICU family.

6. Other items

- 1) With respect to the campus ecosystem, which we have placed importance on since our founding and the passing on of which to the next generation is what we have expressed an unwavering dedication to in the ICU Environment Mission Statement, we will create opportunities inside and outside of class for the ICU community to deepen understanding and actually engage in conservation through the Coppice Forest Restoration Project and the Farm Project.

II . Goals and Plans in Education

Advancing the arts and sciences that ICU proposes (College of Liberal Arts)

1. Advancing liberal arts education that caters to the next generation

- 1) We will articulate and share with ICU’s stakeholders the necessity of liberal arts education in the next generation.
- 2) We will promote interdisciplinarity in academic fields and strengthen cooperation and collaboration. We will evaluate and check the current major system. We will continue initiatives for the implementation of interdisciplinary education in the next-generation society.
- 3) Under the Vice President for Academic Affairs, we will create an AI policy appropriate for liberal arts education that caters to the next generation.
- 4) We will revise our policies on academic integrity and the use of generative AI and establish guidelines on the use of generative AI.
- 5) We will promote multifaceted utilization in ICU of the ICU Hachiro Yuasa Memorial Museum, which has a high affinity with the liberal arts.

2. Strengthening the education system in the areas of Environmental Studies, Information Science, Japanese Language Teacher Training, and Service-Learning

- 1) We will create roadmaps to establish systems that can fully address the needs of students who wish to major in Environmental Studies, etc.
- 2) To receive accreditation as a Nationally Accredited Japanese Language Educational Institution, we will explore working toward securing academic staff who will take charge of the Japanese Language Teacher Training Program in the medium to long term.
- 3) We will provide each research area with sources, data, content, and personnel from the museum and cultural assets. Specifically, in AY2026, we will conduct a survey of wildlife damage to Taizansō, create a VR model of Ichijō-jiki, and hold a Service-Learning program jointly with Matsusaka City, with which ICU has entered into a comprehensive partnership agreement.

3. Hiring faculty at the discretion of the President to guarantee academic diversity in liberal arts education

- 1) To develop interdisciplinarity, which is a strength of the liberal arts, we will establish roadmaps to further enhance education in majors and ID majors.
- 2) We will establish a university-wide plan for hiring faculty and a system and mechanism for checking faculty positions.
- 3) We will invite lecturers who are academic staff with practical experience or external experts for open lectures and Curatorial Training Program courses.

4. Reviewing the major system and considering restructuring (considering the appropriate number of courses)

- 1) 1) We will continue with the creation of the *Annual Report for Curriculum Review* in each department and will utilize the analysis results of this report in departments and the Curricular Committee to improve teaching in all majors and ID majors.
- 2) 2) We will conduct analyses on major selection, student enrollment, etc. to review the major system and optimize the curriculum.
- 3)

5. Considering measures for the enhancement and sustainability of interdisciplinary (ID) majors

- 1) 1) We will examine the nature of faculty recruitment in ID majors.
- 2)

6. Reforming Japanese Language Program for the enhancement of learning for students whose first language is not Japanese

- 1) We will implement reform (curriculum change) of Japanese Language Program so that international students who have studied at ICU may utilize in Japan and beyond what they have accomplished in their studies and further expand the fields in which they excel.

7. Strengthening collaboration between the Common Liberal Arts Programs as a foundation supporting the liberal arts

- 1) To further improve governance and quality of education and to strengthen collaboration between the College of Liberal Arts and programs (ELA, JLP, PE, and WL), we will smoothly manage the Common Liberal Arts Programs, which will be launched in AY2026, taking into account the purposes and the autonomy of each program.

8. Visualizing learning outcomes and enhancing liberal arts education through the visualization

- 1) We will organize and revise the question items of student surveys in preparation for their implementation in AY2027.
- 2) We will investigate, examine, and conduct a pilot regarding the issuing of digital badges (Open Badges).
- 3) We will work to review the assessment policy and organize the methods for measuring outcomes and the methods for utilization.

9. Establishing a mechanism becoming of ICU where students “learn” about careers after graduation

- 1) We will further enhance consultations by strengthening collaboration with external career counseling resources.
- 2) We will collect information and explore the feasibility through intra-university collaboration regarding the establishment of a “career course” where students deepen their understanding of self, formulate career values, and acquire necessary basic skills and practical skills in preparation for choosing future careers.
- 3) For career development support for international students and students with disabilities (especially mental disabilities and developmental disabilities), we will further strengthen collaboration with external and internal organizations that offer support and will provide multilayered support.

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

- 1) We will advance intra-university collaboration and consider further developing the system to welcome overseas researchers contributing to the advancement of Japan Studies at ICU.

2. Establishing a curriculum in line with the philosophy of Japanese-English bilingualism

- 1) We will implement reform (curriculum change) of Japanese Language Program so that international students who have studied at ICU may utilize in Japan and beyond what they have accomplished in their studies and further expand the fields in which they excel.
- 2) We will consider the further enhancement of career education taking into account ICU's philosophy so that international students after graduation may utilize in Japan and beyond what they have accomplished in their studies and further expand the fields in which they excel.
- 3) To receive accreditation as a Nationally Accredited Japanese Language Educational Institution, we will explore working toward securing academic staff who will take charge of the Japanese Language Teacher Training Program in the medium to long term.

3. Further enhancing exchange program and overseas language program partnerships with institutions

- 1) For long-term and short-term study abroad programs, we will achieve the securing of places for study abroad that meet student needs and the welcoming of exchange students with diverse backgrounds through developing new partnerships with universities and institutions, strategically utilizing existing partnerships with universities and institutions, and conducting public relations activities.
- 2) We will attend to the evaluation and strengthening of scholarship programs for study abroad.

4. Enhancing international collaborative learning programs, etc. with countries in Asia and beyond

- 1) We will consider launching new international collaborative learning programs through collaboration with overseas educational institutions, etc.
- 2) We will arrange the further enhancement of the curriculum of the LearnUs Global Semester Program, a joint program by two universities in Japan and South Korea.
- 3) We will strategically send students to GLAA's international collaborative learning programs (e.g., Athens Democracy Forum), focusing on teaching effectiveness for students and giving back to the University.

- 4) We will consider sending faculty members taking a role in the leadership of the next generation to UB's program.

5. Other items

- 1) Through further strengthening collaboration with Service-Learning Asia Network (SLAN), we will work to enhance International Service-Learning in countries in Asia and Africa.
- 2) Through community engagement, we will boost Community Service-Learning.
- 3) Through the ICU International Summer Program in Japan (ISPJ), we will accept motivated learners from abroad who have a strong interest in becoming well-versed in Japanese and Japan Studies and will offer a summer program for ICU students on campus.

Strengthening systems to select applicants with diverse backgrounds

1. Further advancing high school–university collaboration

- 1) We will endeavor to enrich the contents of existing high school–university connection programs (Global Challenge Forum, Science Cafe, ICU Dialogue for Tomorrow, programs for high school teachers) and to attract participants from diverse backgrounds.
- 2) We will operate high school–university connection programs effectively through, for example, the utilization of external funding.

2. Enhancing scholarship programs

- 1) We will continue to work to enhance grant-type scholarship programs, which do not require repayment, for new students to ensure that they are made available to all eligible students who need them.
- 2) We will develop ways to appropriately provide and enhance internal and external scholarships (grant-type and loan-type) for current students and to disseminate information on and manage the scholarships.

3. Increasing applicants from abroad

- 1) We will strengthen our networks with college counselors and Japanese language teachers at priority overseas high schools. Through close collaboration founded on our individual relationships of trust, we will accurately convey ICU's strengths in terms of education and work to continually secure high-quality applicants.
- 2) We will work to expand into new target countries and nations for overseas recruiting.
- 3) For English Language Based Admissions (April/September Entry), an admissions route established to accept applicants from any country, region, or education system, the number of applicants has been increasing steadily since AY2023. In addition, the number of applicants

for Holistic Admissions, EJU (Examination for Japanese University Admission for International Students)–Based, an admissions route established mainly for applicants from non-English-speaking countries, has also been growing steadily. While the diversity of applicants has been ensured through these two admissions routes, selection processes addressing education systems worldwide are becoming increasingly complex. From AY2026 onward, we will evaluate the current methods used for accepting online applications and selection and will make improvements as necessary so as to ensure that those applying through the two admissions routes above may go through a fair application process regardless of the country or region in which they reside.

4. Evaluating current admissions systems and considering new admissions systems

1) Admissions reform

As a result of admissions reform conducted by AY2024, applicant numbers for AY2024 and until AY2025 (at this point the application period for General Admissions has not yet concluded, so we are discussing the figures for admissions up to the year-end) have increased steadily. In AY2026, we will conduct evaluation of admissions reform and explore whether to implement further reforms.

2) Evaluation of appropriate quotas by type of admissions

Since applicant numbers are increasing as stated above, it is necessary to evaluate appropriate quotas by type of admissions. We will change quotas as necessary, considering matters such as trends in other universities including national and public universities and societal trends.

3) Analysis of applicant trends

While there has been an upward trend in applicant numbers, it is well-established that a growth in applicant numbers is seen in years in which admissions reform is conducted. To maintain the quality of applicants and applicant numbers, since AY2025 we have sought cooperation from other divisions and have added the step of checking the number of entrants against the admissions capacity. From AY2026 onward, we will operate this step stably, conduct analyses on matters such as societal trends, applicant trends, trends in current ICU applicants, and follow-up surveys including the period after matriculation, and make improvements.

5. Other items

- 1) We will work to secure applicants who have the qualities necessary for a liberal arts education by engaging early with prospective students through, for example, Open Campus, Science Day, college guidance sessions in major cities, and high school visits.

- 2) It is currently possible to apply online for all types of admissions. However, since documents such as school reports are only available in hard copy, with the exception of some types of admissions, there is a step of sending documents by mail. Taking into consideration convenience for applicants, we will consider whether it would be possible to transition online completely for all types of admissions. In addition, arranging with divisions in ICU, we will work to digitalize systems for the procedures of application, receiving applications, evaluation, notification of admission results, and entrance.

Graduate School

1. Doctoral Course: Managing progress of research and expanding career support after completion

- 1) As part of the enhancement of the education and research environment of the Graduate School, we will establish a mechanism enabling students, faculty, and staff to manage progress of research online and will begin its smooth operation.
- 2) We will consider expanding career support in collaboration with the Career Support Office so that students who have graduated from ICU's Graduate School may utilize in Japan and beyond what they have accomplished in their studies and further expand the fields in which they excel.

2. Evaluating the current state of the 5-year Program and establishing measures for improvement

- 1) To foster and secure excellent young researchers and corporate personnel, we will evaluate the 5-year Program and continue its stable operation.

3. Considering interdisciplinary Master's Course programs

- 1) We will begin considerations for launching interdisciplinary Master's Course programs for the development of interdisciplinarity, which is a strength of the liberal arts.

4. Other items

- 1) We will utilize the analysis results of the GS Course Survey targeting Graduate School courses and the GS Exit Survey for improving education.

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

- 1) Through collaboration between the Campus Planning Division, the Student Services Division, and the Housing Office, we will conduct a review of long-term renovation plans and management systems of ICU's dormitories for supporting the long-term vision of ICU's dormitories.
- 2) We will work to verify and share the purpose of the establishment and basic philosophy of ICU's educational dormitories and consider the drafting of a long-term vision for enhancing student life through educational dormitories.

2. Establishing environments and opportunities such as retreats where students may engage in dialogue with one another and with faculty and staff

- 1) We will hold New Student Retreats when students matriculate in April and September to foster a sense of belonging as a member of the ICU community and provide an opportunity for thinking and engaging in dialogue about ICU's history and studies at ICU.

3. Support to improve the quality of life of students, including students who do not reside in dormitories

- 1) With the aim of supporting the improvement of the quality of student life, we will survey the actual living situations of students including campus life, housing, food, and financial situation.

4. Expanding support for extracurricular activities

- 1) We will review the mechanism for promoting donations for supporting extracurricular activities and will start fundraising activities under a new system.
- 2) We will endeavor to create appropriate systems so that extracurricular activities where students play an active role may contribute to fostering inclusivity and enriching student life, so that instruction may be given on the appropriate use of facilities by student groups, and so that faculty and staff involved in instruction and those from outside ICU providing assistance may soundly offer operational support.
- 3) We will support groups using the facilities of the ICU Hachiro Yuasa Memorial Museum and Taizansō. In particular, we will give instruction and advice concerning the use of Taizansō to the Taizansō Project, a voluntary student group, and the ICU Tea Ceremony Club.

5. Encouraging active networking with alumni

- 1) We will hold a Homecoming Day cohosted with the ICU Alumni Association and will make it an opportunity to reestablish and strengthen networks among all members of the ICU community including alumni and current and former faculty and staff members and their families, and current students.
- 2) We will hold a social gathering after the commencement ceremony inviting those who have completed the Curatorial Training Program, students working part-time at the ICU Hachiro Yuasa Memorial Museum, members of the Taizansō Project, and other relevant students. We will continue to exchange information with them after their graduation.

6. Strengthening support systems to embrace diversity

- 1) To improve student wellbeing and offer support for students to lead a fulfilling student life, we will endeavor to promote mental health support and development under a cross-divisional structure on campus and to liaise carefully with external healthcare providers as necessary.
- 2) We will conduct orientations, seminars, and related committee activities to deepen understanding of drug-related issues and strengthen preventative measures and will work to disseminate information to the campus community.
- 3) We will establish systems for learning accessibility support.
- 4) We will conduct awareness-raising activities to strengthen support systems university-wide and promote inclusive environments.
- 5) We will consider learning support for students learning Japanese.

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

- 1) We will establish a study committee and create a roadmap.

8. Other items

- 1) We will conduct surveys and establish plans to ensure the soundness of university facilities, working toward the enhancement of campus life as a whole including classes, extracurricular activities, and dormitories.
- 2) We will review the security levels and systems of the entire campus including dormitories that are necessary for students to lead a safe and enriching campus life.
- 3) We will develop environments centered around coppice forests and farms that promote dialogue with nature, oneself, and others modeled on precedents such as educational farms in liberal arts colleges in the United States. We will create spaces where every student

experiences nature regardless of whether they are a dormitory student or a commuter student and interacts with faculty, staff, and alumni on an equal footing.

IV. Goals and Plans in Research and Academic Exchange

Research activities in Research Institutes and Center

1. Strengthening the ability to disseminate academically and in terms of social engagement

- 1) We will strengthen public relations for ICU's academic and social engagement efforts through the University's official website, social media, etc. By communicating research outcomes and social engagement outcomes in a timely and systematic manner, we will work to enhance ICU's brand value and increase our social presence.

2. Other items

- 1) To formulate interdisciplinary research topics that embody ICU's "arts and sciences" and plan and implement research on such topics, we will utilize the framework of Research Institutes and Center and promote multidisciplinary collaboration.

Reviewing the full-time faculty recruitment process and tenure system

1. Creating systems to recruit and foster faculty appropriate to ICU

- 1) We will bring forward the timeline for considering the establishment of faculty positions and prepare hiring plans based on the composition of the faculty organization in the medium to long term in close collaboration with each Department Chair.
- 2) To secure personnel who can sophisticatedly practice liberal arts education, which is ICU's identity, we will conduct open recruitment placing importance on not only specialization but also the ability to instruct diverse students.
- 3) We will review the composition of the Personnel Committee to enable evaluation of candidates in a multifaceted manner based on university-wide education policies.

Enhancing the reputation of ICU's academic presence

1. Proactively applying for competitive research funding and maintaining a high rate of successful applications

- 1) We will continue to provide appropriate information and assistance for applications for the Grants-in-Aid for Scientific Research (KAKENHI). We will also endeavor to offer timely support for applications for other external research funds. In addition, we will provide graduate students at an early timing with information regarding the Research Fellowships for Young Scientists program of the Japan Society for the Promotion of Science, ICU's Doctoral and Postdoctoral Researchers program, etc. and assist with their applications.

2. Conducting original research that might be termed the "ICU school"

- 1) We will begin considerations for the conducting of original research.

3. Other items

- 1) We will promote publication of research achievements of ICU faculty and staff through a platform for academic information (an institutional repository). We will enhance open access and promote disclosure of research data through the institutional repository in accordance with research data management plans (DMPs).

International exchange and collaboration in research activities

1. Building an international research base through collaboration between Research Institutes and Center and the CGE

- 1) We will begin considerations for establishing a base that aligns with ICU's mission.

2. Other items

- 1) We will work to strengthen the international competitiveness of faculty and staff through, for example, sharing global insights when accepting UB fellows.

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

- 1) We will participate in the University Digital Transformation (DX) Alliance, which comprises 124 universities across Japan, and advance DX in ICU while sharing insights with other universities. In addition, we will share ICU's practices with the community and contribute to forming the basis for DX in universities, facilitating mutual growth.

Research support

1. Supporting enriching research activities for a high-quality education

- 1) We will conduct a review of the publication and paper submission subsidy system launched in AY2025 funded by Research Institute budgets taking into account actual outcomes and demand and will expand eligibility to include College of Liberal Arts faculty members in addition to Research Institutes.

2. Strengthening research support systems

- 1) To respond to the increasing complexity and internationalization of research activities, we will advance the establishment of research governance. We will establish conflict of interest management regulations and employee invention regulations concerning research and ensure transparency and appropriateness in research execution. Furthermore, with respect to security export control, we will work to firmly establish management aligned with research activities.

V. Engaging with Society and Local Communities

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

1. Contributing to creating a sustainable society

- 1) By establishing a “bicycle maintenance station” on campus and encouraging appropriate maintenance and management, we will reduce abandonment and disposal of bicycles. We will instill in ICU the “mindset of repairing,” which is to repair items and use them for a long time, and implement this as a concrete measure to achieve a sustainable society.
- 2) In collaboration with businesses, etc., we will implement a project on the natural environment of the campus encompassing elements such as the conducting of necessary maintenance work and the circular utilization of resources produced from the work, awareness-raising inside and outside ICU through events, and monitoring to measure long-term impact on the ecosystem.

2. Maintaining and strengthening engagement with local government in education and research

- 1) We will provide education support based on partnership agreements signed with boards of education of local governments.
- 2) We will collaborate and cooperate with municipalities including Mitaka City and Matsusaka City with which we have entered into comprehensive partnership agreements centered around

museum facilities and cultural assets. (We plan to conduct a Service-Learning program jointly with Matsusaka City.)

3. Conducting diverse activities utilizing ICU's human resources

- 1) We will liaise with the SDGs Promotion Office, which is an office in which students play an active role, and strengthen conservation and utilization of the natural environment.

4. Other items

- 1) As part of SDGs promotion, we will implement actions centered on nature, fairtrade, bicycles, and ethical fashion with deep involvement by students in planning and operation. We will actively incorporate alumni insights and local resources and create a platform for co-creation where students work with faculty and staff to solve issues.

Engaging with JICUF

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

- 1) We will strengthen dialogue with JICUF.

2. Developing experimental projects for the "University of Tomorrow" that make use of the unique relationship between ICU and JICUF

- 1) We will hold exchange programs with Parami University (Myanmar) students in collaboration with JICUF.

3. Other items

- 1) We will create a medium- to long-term vision for the Farm Project in collaboration with JICUF.

VI. Engaging with Alumni

1. Expanding events such as homecoming events where alumni visit the University

- 1) Through Homecoming Day cohosted with the ICU Alumni Association, we will strengthen collaboration with the ICU community including alumni, retired faculty and staff, students, and family members.
- 2) We will hold events inviting alumni celebrating their 10th, 20th, 30th, 40th, and 50th anniversaries since matriculation.
- 3) In cooperation with the ICU Alumni Association, we will assist with the holding of chapter meetings and reunions on campus.

- 4) We will actively inform alumni of open lectures, organ concerts, and events hosted by ICU such as local engagement activities and will promote revisits to ICU.
- 5) We will position alumni as important supporters for university operations and will expand opportunities for alumni to participate and collaborate directly with the maintenance and restoration activities of the natural environment such as the Coppice Forest Restoration Project and the Farm Project.

2. Strengthening systems for cooperation with the ICU Alumni Association

- 1) In line with the transitioning of the ICU Alumni Association into a university-wide association, we will firmly establish the foundation for the university-wide association and work to advance digital communication through acquiring new members and ensuring proper data management.
- 2) We will strengthen face-to-face engagement through supporting the holding of chapters and reunions and actively sending members of ICU.

3. Encouraging alumni participation in University management and student support

- 1) We will hold management briefings targeting alumni (opportunities for promoting understanding of and exchanging views on administration of the University).

VII. Firmly Establishing the Alumni Giving Cycle

1. Communicating to students, faculty, and staff ICU's history of being supported by donations

- 1) We will foster a donation culture, establishing a system where the ICU community comes together as one to support the maintenance and development of the education and research environment. Specifically, we will implement participatory fundraising activities in which students, faculty, and staff may actively involve themselves, aiming to boost conservation of the natural environment on campus and extracurricular activities.
- 2) We will consider systematic exhibitions of historical sources kept by ICU Archives.

2. Encouraging among alumni the spirit of paying forward

- 1) We will build “connections of familiar faces,” providing opportunities for supporters and students receiving scholarships to get together and directly engage in dialogue. By sharing the appreciation that donations are contributing to student development, we will call for further support.

3. Other items

- 1) We will advance various measures based on the medium-term fundraising strategy established by the Fundraising Committee.

VIII. University Management

Strengthening governance in management decision-making

1. Attendance of managing trustees in the Senate

- 1) We will consider revising regulations to enable managing trustees to attend the Senate as observers.

2. Strengthening information sharing with the Board of Trustees and the Board of Councilors

- 1) We will create opportunities for discussion, etc. for trustees and councilors in addition to regular meetings for the purpose of sharing information.

3. Strengthening dialogue with JICUF, an important stakeholder

- 1) We will strengthen dialogue with JICUF.

4. Providing detailed accounts for alumni on University management, education, and research

- 1) We will hold management briefings targeting alumni (opportunities for promoting understanding of and exchanging views on administration of the University) [repeated from above].

5. Developing databases that form the basis of IR and creating a fact book

- 1) We will develop IR databases, create a fact book through linking with BI tools, and develop a website for disclosure.

6. Clarifying the chief officer (CXO) for issues that should be handled cross-organizationally

- 1) We will design a CXO system.

7. Other items

- 1) By establishing the operational structure of the Information Security Committee and the CSIRT, a manual for responding to incidents, etc. and conducting necessary drills, etc. as a system to support the Chief Information Security Officer provided for in the July 2025 ICU

Basic Regulations Governing Information Security, we will work to further strengthen and put governance into practice.

Considering measures to strengthen faculty and staff organization

1. Increasing staff as necessary while working to optimize staff allocation

- 1) We will confirm the appropriate allocation based on workload by division.
 - We will conduct a task inventory and visualize processes.
- 2) We will monitor attendance records and consider the leveling of workloads.
 - We will visualize overtime work and holiday work through installing a new time and attendance system.
- 3) We will proceed with considering and implementing plans using external resources on an ad hoc basis.

2. Reforming staff personnel systems including human resources development, evaluations (including 360-degree appraisals), and remuneration

- 1) We will consider making the existing evaluation procedure (MBO: management by objectives) a more appropriate evaluation system:
 - Leveling out the objectives set for divisions, groups, and individuals (including the sharing of the contents of the objectives at the division level within the juridical person section and the academic section)
 - Documenting the feedback procedure as guidelines (including explanation of evaluation details to the individual concerned)
 - Conducting information sessions for managerial staff
- 2) To improve staff understanding of our activities overall, we will conduct training that we previously provided, giving an overview of the work concerning the juridical person section and the academic section:
 - Aimed at deepening understanding of the state of finances and facilities, and academic systems such as ICU's curriculum

Regular engagement surveys through faculty and staff questionnaires

- 1) We will consider conducting engagement surveys.

Considering the development of systems in line with the times (strengthening the IR department, promotion of DX, promotion of DEI, etc.)

- 1) We will promote DX in light of the installation of a personnel management system. We will advance the improvement of operational efficiency through the revamp of a web-based time and attendance system.
- 2) We will promote the digitalization of payment vouchers. We will promote the digitalization of tuition procedures.
- 3) We will firmly establish a framework for introducing systems based on a systems plan for the entire university centered on the ITC in place of each division introducing systems as was the case previously.

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

- 1) To maximize utilization of AI, we will create guidelines for using for administrative purposes AI tools that may be used safely by all members of ICU and will conduct dissemination and training. In addition, we will conduct pilot rollouts of paid AI tools for eligible persons requiring more advanced use and consider their proper and effective distribution for improving operational efficiency.
- 2) We will identify workflows common across many divisions such as handling inquiries and consultation bookings and will start design for providing a platform in a form that is uniform across the University. In addition to increasing convenience for students, we will aim to simplify staff workflow.
- 3) As an enhanced form of document management, we will establish an information management system (a system to institutionally plan, collect, manage, utilize, and protect information assets) in the school juridical person, and through collaboration between the General Planning Division and the ITC, we will explore introducing an electronic approval system such as a new workflow appropriate for the information management system.

2. Improving efficiency through the introduction of a university-wide system covering the entire period from before matriculation to after graduation

- 1) We will introduce an online system for entrance procedures. By selecting a system taking into account how easily it may be integrated into a university-wide system and by integrating into a single flow the provision of information on matriculation procedures and information for entrants, which so far each division has handled separately, we will establish an environment

where students before matriculation may complete the procedures without inconvenience and a mechanism where staff may share information across the board.

- 2) We will move the entrance procedure system for the College of Liberal Arts and the Graduate School online and will streamline, expedite, and simplify administrative matters, from being granted a place to preparing for matriculation.

3. Strengthening faculty–staff collaboration

- 1) To prepare for the increasing complexity of university operations, we will redefine the importance of faculty–staff collaboration for both faculty and staff and foster a consensus.

Student participation in University management

- 1) We will gather cases from universities in Japan and abroad concerning approaches to student participation.

Building a system to handle issues concerning human rights, etc. promptly

- 1) We will review the handling flow for the Human Rights Committee and will consider establishing a new system.

Enhancing internal quality assurance systems

1. Research on methods to measure outcomes of liberal arts education under the leadership of the President

- 1) We will consider establishing a working group concerning methods to measure outcomes of liberal arts education. ◦

2. Conducting large-scale graduate surveys

- 1) We will consider the question items.

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

- 1) We will consider the contents and frequency of the reports from the three Deans and will have reports given at a Board of Trustees meeting during this academic year as a pilot.

4. Other items

- 1) Taking into account the results of the third cycle of Certified Evaluation and Accreditation in AY2024, we will work to review the Policy and Procedures for the Internal Quality Assurance of International Christian University and begin operation based on the new policy.

- 2) We will organize guidelines on addressing the fourth cycle of Certified Evaluation and Accreditation as a university and will consider how self-study and evaluation should be.
- 3) We will establish an internal quality assurance system integrating the self-study and evaluation cycle and IR functions.

IX. Financial Affairs

1. Drafting renovation plans for all facilities on the campus

- 1) To realize an environment that fully supports safe and enhanced education, research, and extracurricular activities, we will clarify the current situation of the campus and create sustainable renovation plans for all facilities based on a medium- to long-term vision.
- 2) We will create a large-scale renovation plan for student dormitories, scrutinize dormitory fees, and review them as necessary.

2. Working to enhance scholarships while changing tuition fees to cover increases in expenses resulting from the implementation of measures in this plan

- 1) We will create a draft medium-term financial outlook and consider policies for revising tuition fees going forward.
- 2) In considering measures in the Medium-term Plan, we will cushion the financial impact.
- 3) We will document policies for drawing down the endowment and will consider establishing regulations if necessary.
- 4) We will consider cash flows (sourcing capital from the endowment: transfers to revenues and conversion to cash) and our approach to borrowing plans from the Promotion and Mutual Aid Corporation for Private Schools of Japan and from commercial banks.

X. Other Items

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

- 1) We will hold a concert performed jointly by a University organist and a local junior orchestra at the ICU Chapel and will enhance recognition as a university open to the community.
- 2) With our accreditation as a Nationally Certified Sustainably Managed Natural Site as a basis, we will communicate the value of ICU's nature as a "woodland of learning." Furthermore, with the stance of pursuing nature positive at the core, we will promote conservation partnerships with companies, etc. and the introduction of external resources.
- 3) We will advance efforts to obtain various types of subsidies, etc. and develop a system where we can conduct appropriate maintenance of our privileged environment that boasts several

Nationally Registered Tangible Cultural Properties (Taizansō, Diffendorfer Memorial Hall, and University Hall) on a single campus. In addition, by not only preserving the properties but also operating them in the form of a living heritage that may be utilized in various activities such as actual classes, extracurricular activities, and events, we will enable each division to implement various measures that lead to the deepening of engagement of high school students, current students, and alumni with the University.

- 4) By planning and holding special exhibitions, which the ICU Hachiro Yuasa Memorial Museum has continued to hold three times a year since it opened its doors in 1982, and open lectures, we will fulfill our role as an educational institution open to society.
- 5) Following acceptance into the AY2025 Agency for Cultural Affairs' Innovate MUSEUM Project (Project for Promoting Digital Archiving for Museum Collections), we will prepare and disclose museum collection data. Embracing this opportunity, we will take steps to build a sustainable database.
- 6) We will hold a special public opening of Taizansō, a Nationally Registered Tangible Cultural Property, in Tokyo Heritage Week and actively conduct fundraising activities.

High School

International Christian University High School (ICUHS) holds as its mission to contribute to peace and realize a society where human rights are respected with Christianity as a foundation, and has worked to establish as “the first attempt in Japan” a school whose primary purpose is to accept returnee students. In the 48 years that have passed since its establishment, ICUHS, through its uniqueness and innovativeness, has gained a high reputation and established a strong position in Japanese high school education circles. By continuing to provide students with a high-quality education, we will aim to foster individuals who strive together to achieve ICUHS’s mission and will aspire to play a role in paving the way for a better society and future. We will embrace the 50th anniversary of ICUHS’s founding, which will be celebrated in 2028, as an important opportunity to evaluate and communicate ICUHS’s education. We set forth the following based on the ICUHS AY2026–AY2030 Medium-term Plan.

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Since we drafted and published the School Mission and three School Policies in AY2024, we will continue to ensure that they will be embodied in education activities that have consistency and coherence. We will enhance and advance various education activities inside the School including Christian education, subject-based education, global education, and ICT education always in connection with ICUHS’s mission. In particular, in dialogue with the Board of Trustees Christianity Committee, we will continue to delve into examining our way of being as a Christian school and the future of Christian education. Positing that the sharp decline in the number of students graduating from public junior high schools in Tokyo Metropolis projected for AY2030 onward will be the greatest risk factor, we will focus not only on admissions publicity but also on the further enhancement of the quality of education activities in ICUHS and communication of the activities. We will forge ahead decisively so that ICUHS, which has been entrusted with a profound and immense mission, may, even in a future with a declining birthrate, continue to be a school that is highly regarded and needed by society and the school of choice for many students.

I . Education Activities

1. Initiating consideration for drafting the next curriculum

A “Summary of Issues” for the next revision of the National Curriculum Guidelines was published by the Special Subcommittee on Curriculum Planning, Central Council for Education,

MEXT in September 2025. In the summary, the basic direction is given starting with the further thorough reinforcement of “proactive, interactive, and deep learning.” Going beyond the new direction set forth in the National Curriculum Guidelines is how education of ICUHS is. To review ICUHS’s education — what we are able to do and what is expected of us — we will consult the summary. In addition, as a guide to evaluating ICUHS’s education, we will explore and research the education activities of other competitor schools.

At the same time, in the implementation of the current curriculum, we will provide opportunities for reflecting on subject classes and will continuously work to improve classes. We will work to enhance curriculum management, consisting of the three elements of structuring the curriculum, evaluating and improving curriculum implementation, and securing and improving personnel and material systems. We will further deepen our classroom research and educational research centered on each subject and attempt to communicate our research to society. In particular, we will continue to pay attention to classroom practices in Information Studies II and Integrated Studies in Natural Sciences, which are newly offered courses, and seek opportunities for external communication. Furthermore, designating the Period for Integrated Studies as a Cross Project, we have been working to make the Period for Integrated Studies an opportunity for students to integrate learning from many fields into their own knowledge, deepen their understanding through inquiry-based learning, and present and share, and we will encourage the teacher and staff training required for this. For all of the above courses, we will check student engagement by conducting year-end student questionnaires, etc. and will work to improve the quality of education activities.

In subject-based education, as the introduction of the new manner and standards of assessment and grading that began for students entering from AY2024 onward will be completed in this academic year, we will further research and deepen assessments of learning by aspect taking into account the new cumulative guidance record, and formative assessments for improving learning.

We will engage in outreach that enables not only current students but also prospective students to have a holistic view of “learning in ICUHS” and foster trust in ICUHS’s education activities. In particular, we will attempt to disseminate both internally and externally our practices in Mathematics and Science, in which we have provided distinctive, exceptional education and delivered results.

2. Enhancing Christian education and Global Learning Programs (GLP)

We will further enhance opportunities to deepen student learning and development. We will explore collaborating with relevant internal and external organizations and parties including the Board of Trustees Christianity Committee and local churches. As various programs relating to Christian education and global learning are increasingly becoming extensive, we will organize them, deepening the sharing and accumulation of learning and further strengthening communication.

Furthermore, given the prominent increase in independent student activities, we will continue to focus efforts on the operation of Student Council activities, which encourage and promote the independent student activities; school-wide media; and incentive frameworks. We will also further enhance lectures, workshops, etc. and seek the support and cooperation of ICUHS alumni and relevant parties to this end. We will work to develop new domestic and overseas study tours, conduct the tours safely, and promote the sharing of learning with the entire school.

3. Strengthening the college guidance system

Positioning ICUHS as a high school that fosters graduates who can enter ICU and other leading universities in Japan and overseas, we will provide necessary guidance for higher education. We will place greater emphasis on timely monitoring of the status of third-year students' applications to universities, provision of appropriate guidance, and sharing of information among teachers. In particular, it is of paramount importance to analyze the questions, etc. of the Common Test for University Admissions and work to enhance guidance, taking this opportunity to evaluate ICUHS's education.

With regard to high school–university connection with ICU, the High School–University Liaison Meeting is held regularly, and extensive information exchange discussions and deliberations are underway. In particular, as the ICU Start-Up Plus Program, in which participants may enroll in General Education Courses offered in the Winter Term as Credit-Seeking Auditors (*Kamokuto-rishusei*), was established targeting those receiving offers to enter ICU in AY2026 Recommendation Based Admissions, we will pay attention to stably operating the program. We will continue to enhance PR activities targeting current students and their parents and guardians, as our communications, which are based on a shared education philosophy between ICUHS and ICU, have been well received. We will conduct individual face-to-face information sessions by major universities which many of our graduates enter, and will also hold gatherings with ICUHS alumni and provide many opportunities for third-year students to communicate and share their experiences of applying to universities with students in lower years. We will raise awareness of paths after graduation among students in each year through, for example, holding guidance sessions on paths after graduation, collaborating with universities, and promoting understanding of various fields of study utilizing online resources.

We will actively support students' aspirations to pursue higher education overseas. We will regularly hold college guidance sessions by students of overseas universities who have graduated from ICUHS, information sessions by overseas university staff in charge of recruiting students, and other sessions. We will actively provide information on college guidance sessions, workshops, and scholarships held in Japan and overseas. We will strive to ensure the further stable functioning of the system to administer SAT within ICUHS centered on the International Programs Coordinator. We

will work to enhance and improve the quality of the guidance offered for admission to universities overseas, with the College Advisor (a position held by native foreign languages teachers) Chief playing a central role.

4. Student guidance and support for student development

In light of the advancement of the information society, to further raise students' awareness and expand students' knowledge of information morality, literacy, and security, in addition to providing guidance to the year group at the time of entrance, we will continue to provide systematic guidance within subject-based education such as Information Studies I in the first year, Civics and Basic Home Economics in the second year, and Information Studies II in the third year.

As there is a great degree of variability in prior learning, knowledge, and understanding among ICUHS students due to their education background, we will explore establishing an online learning environment that students may use for self-directed learning.

In addition to student care primarily performed by the homeroom teacher and the team of homeroom teachers in charge of a year group, we will provide thorough support for student development based on the professional expertise of the school nurse, the school counselor, and outside professionals. We will encourage teachers and staff to receive the training necessary to this end. We will pay attention to whether the structures necessary to protect the human rights of students and prevent the occurrence of bullying and harassment are adequately functioning. We will thoroughly implement heatstroke prevention and infectious disease prevention measures. In particular, we will place importance on the heatstroke prevention training session for all ICUHS students as a vital means to prevent accidents. We will further strengthen efforts to offer encouragement such as holding workshops offering empathetic support and aiding student development, which will be led by a school counselor who has a good understanding of the characteristics of ICUHS students. We will strive to be thorough in our provision of reasonable accommodations in line with revisions to the law. We will pay attention to trends in satisfaction with school life by conducting a year-end student questionnaire.

Using *Seito shidō teiyō* (*Student Guidance Guidelines*), which has been revised and published by MEXT, as a guide, we will work to provide problem-preventive student guidance and developmentally supportive student guidance. We will continue to provide instruction so that students can feel safe in their school life, covering matters such as the securing of safe routes for commuting to school and improvement of commuting etiquette, guidance on measures to prevent molestation when riding public transportation, appropriate management of belongings, guidance on points to note when using school equipment, guidance for observing rules for community life, and guidance for using social media and generative AI appropriately.

We will give consideration to the operations of the Hosoi Norio Award for encouraging and commending student activities, the ICUHS Scholarship Program for supporting students facing difficulties in continuing their schooling, the Kiyoshi Forward Scholarship for supporting new incoming students experiencing difficulties upon enrolling, support for study tour participation fees, and other systems to ensure that they are effectively utilized and that their benefits are delivered to students who need them.

5. Enhancing the ICT environment and promoting ICT use

We will confirm that the establishment of an ICT education environment and instruction on the use and utilization of social media and generative AI is one of the most important issues. We will research and implement intensive teaching methods and individualized learning support that use and utilize ICT and generative AI. Teachers will learn in training and share the knowledge they have acquired on topics ranging from basic utilization of AI such as support for revising wording in writing, student self-directed learning, and English conversation practice, to methods of utilizing AI in inquiry-based learning.

Continuing from AY2024, ICUHS was designated as a DX High School in AY2025 and we are in the process of installing the required facilities and equipment. We will continue the installation, and along with the large-scale renovation of the West Wing building, we will make swift progress in establishing a digital environment at ICUHS and establish a new collaborative learning environment. We will put in place a more rational support framework for ICT-related matters for students and teachers.

6. School library management

We will conduct large-scale renovation work of the West Wing building and work to create a learning hub centered on the library and to further enhance the ICT environment. We will focus on developing an innovative education program that is appropriate for the new learning space. We will set encouraging library use and reading as an area to be addressed in all subjects. We will promote utilization of the Writing Center.

7. School dormitory management system

At ICUHS, which welcomes returnee students, more than one hundred students reside in the dormitories. We will take care to ensure the further smooth functioning of the outsourcing structure of school dormitories and the teacher-led Dormitory Committee, and we will continue to seek to operate the school dormitories stably through collaboration between the two. Through better communication between dormitory students, dormitory parents, and dormitory advisor teachers, we will create student dormitories that are self-governing to a greater extent. We will regularly conduct questionnaires and hold meetings where we listen to the voices of dormitory students, study meetings

for dormitory parents, and liaison meetings to exchange views with the contracted management company. To ensure that the number of dormitory students is appropriate, we will tailor screening for dormitory admission.

8. Collaborating with the Parents Association and the ICUHS Alumni Association

Since we will serve as the chair school of the 12th Branch of the Tokyo Private Junior and Senior High School Association, we will further strengthen collaboration with the Parents Association. We will request support for the learning and various activities of students. At the same time, we will convey ICU's founding philosophy and ICUHS's mission to parents and guardians. We will work to enhance the Bible study group for parents and guardians. With management committee meetings of the Parents Association and the School, which is held regularly every month, at the core, we will take care to ensure that we can enhance communication of information through our newsletter *Ειρήνη*, our page for parents and guardians on our website, our email distribution system HotConPass, etc., which connect ICUHS and parents and guardians.

We will further strengthen collaboration with the ICUHS Alumni Association and work to establish a structure so that alumni can provide greater support to ICUHS. Triggered by a call from the fundraising committee to alumni and the holding of reunions and events, contributions to the Support Fund by alumni are increasing, so we will examine and implement measures to secure support on a continual basis.

9. Hiring, training, and fostering teachers and staff

It is of particular note that in recent years, we are facing great difficulty in the securing of teachers and staff who take charge of ICUHS's education. In particular, we will maximize our efforts in open recruitment so that we may hire Christian teachers. We will explore the necessity to hire teachers with diverse backgrounds. We will work to make necessary arrangements and improve and enhance working conditions so that substitute teachers, part-time teachers, and staff working in each area of ICUHS with us may perform their work responsibilities with pride and eagerness.

To foster the qualities and skills appropriate for driving the innovative education of ICUHS, we will encourage attending training, etc. offered internally and externally. The sharing of the outcomes of training will be used as an opportunity to strengthen the entire school. In particular, we will continue to conduct internal teacher training related to Christian education. In preparation for change in administration, we will pay particular attention to fostering leadership skills among middle leadership. We will advance training in areas such as compliance with laws, regulations, and guidelines and information security measures. We will work to develop and enhance a favorable work environment

including self-care and supervisory line care as a preventative effort for the mental healthcare of teachers and staff.

We will work to establish an appropriate staffing structure in offices that support ICUHS's education activities and school operations. Liaising with the juridical person and the University, we will secure necessary personnel and work to enhance skills.

II . PR and Student Recruitment Activities

1. In Japan and beyond, we will further publicize the presence and education philosophy of ICUHS, which is a school whose primary purpose is to accept returnee students. We will enhance and link education and PR activities so that the communications from ICUHS will provide encouragement to particularly students living overseas and will put forward to junior high school students who resonate with ICUHS's philosophy a proposition on how a school should be. In particular, we will focus on PR activities aimed at domestic students in general.

2. In both our domestic and overseas PR activities, we will use creative ingenuity to ensure that necessary information is delivered to many applicants and their parents and guardians, making use of online formats effectively. We will participate in information sessions in various areas; this will include participation in overseas and domestic school information sessions organized by Japan Overseas Educational Services. We will also hold our own information sessions. Within ICUHS, through further development of our online information sessions, enhancement of Campus Walk Hour, and a combination of the two, we will foster understanding of and resonance with ICUHS's education and raise satisfaction among applicants and their parents and guardians. We will also work on the steady operation of individual school visits.

3. We will collect information from Japan Overseas Educational Services and other sources and examine the necessary measures so that ICUHS, whose primary purpose is to accept returnee students, may stably secure new students in the future. Since the number of students graduating from public junior high schools in Tokyo Metropolis will start to decline sharply from AY2030, to stably secure students, we will strive to further enhance the quality of ICUHS's education and communicate its appeal.

4. We will spare no effort in the conducting of ICUHS's entrance examinations. We will hold entrance examinations in an appropriate manner, including conducting returnee certification and accepting applications online, and conducting interviews online in the entrance examinations for returnee students.

5. Since we will serve as the chair school of the 12th Branch of the Tokyo Private Junior and Senior High School Association, we will strive for the development of private schools in the Tama area and private schools in Tokyo. We will establish the necessary operational system for this. We will

fulfill our responsibility as a private school that takes pride in its innovativeness by taking part in Association of Christian Schools in Japan activities and actively responding to requests from external parties to visit ICUHS or facilitate student interaction.

Ⅲ. Financial Plan and Facilities Improvement Activities

1. We will continue to strive for sound financial management. While continuing to restrict and optimize education, research, and administrative expenses and electricity and fuel expenses with respect to expenses, we will work to diversify our sources of funding by further strengthening our fundraising activities with respect to revenues. We have already reached a decision on tuition fee change for AY2027 onward, so will communicate and explain this carefully to current students and prospective students.
2. The large-scale renovation work of the West Wing building, which was constructed in 1996, will be conducted from the summer of 2026, with the work period scheduled to last 16 months. Directing and encouraging the design-build contractor so that as a building for classes and learning, the West Wing building will become a space where diverse collaborative learning and study groups are arranged flexibly and where vibrant communities are formed, we will aim at the safe completion of the work.
3. With our education activities becoming more dynamic, there is a noticeable lack of spaces for year-group assemblies. We will make it possible to use university facilities.
4. The school bus that has been operated by Odakyu Bus Co., Ltd. will be discontinued; however, the local bus route operated by the same company is scheduled to be extended, providing a substitute for the school bus and a means to commute to and from ICUHS. We will communicate and explain this to current students and prospective students carefully and will strive to provide instruction on bus manners, etc. We will request the company to endeavor to ensure safe operations on the campus and will work to carry out necessary facility development.
5. With the High School Fundraising Committee playing a central role, we will make stronger appeals to parents and guardians of current students, alumni, etc. We will work to intensively communicate with donors through, for example, utilizing ICUHS's website and social media, holding reunions and music events, and we will intensify our efforts to appeal for regular donations, advocating the necessity of enhancing scholarships and supporting student activities. In particular, since the provision of funding for the Kiyoshi Forward Scholarship by the donor will end in AY2028, we will intensify our efforts to appeal to alumni and parents and guardians of current students, working to establish a scholarship that will replace the Kiyoshi Forward Scholarship and to endow the scholarship.

IV. Activities concerning the Establishment of Crisis Management Systems, Etc.

1. We will make thorough advance preparations for and conduct the biannual school-wide evacuation drills, and will make the drills opportunities to enhance awareness and knowledge concerning disaster prevention and to strengthen faculty and staff awareness of crisis management. We will explore mechanisms to instantly locate students in emergencies.
2. By engaging with harassment prevention and other student guidance measures, information security measures, personal information protection measures, disaster prevention measures, etc. as themes for in-school training, and by encouraging participation in various workshops held by the juridical person, the University, and external entities, we will continue to thoroughly implement crisis management.
3. We will ensure that the human rights consultation and the Human Rights Committee mechanisms function with greater effectiveness. We will also pay attention to informing students of these mechanisms.