

AY2021-2025 Medium-term Plan  
—Towards the Social Implementation of Liberal Arts—

Born of deep remorse over World War II, International Christian University (ICU) was founded in 1953, with the aim of nurturing excellent global citizens who serve God and mankind with the potential to create peace in the world. The university has spearheaded liberal arts education in Japan with its mission focused on internationalism, Christianity and academic excellence. Within the liberal environment created on the campus, it aims to cultivate within each student a search for truth and an ethical perspective in pursuit of the common good founded on a deep understanding of humanity.

In our academic endeavors, we follow our conscience. We support each other in finding hope in suffering and in choosing the proper way forward in times of confusion. We are filled with the joy of acquiring knowledge, pursue unknown fields and discover the new as we step into the future.

In contemporary society, we have access to diverse information as a result of advances in technology. On the other hand, we can filter things out of our lives, immersing ourselves in what we like and feel comfortable with. The absence of dialogue aggravates conflict, creating human and social networks that are at odds with each other.

ICU understands information science and data science to be an important intellectual and technological foundation that will support society in the next generation. At the same time, we will keep asking ourselves how these scientific tools are related to the question of how we exist as human beings and whether they are indispensable to our existence. The narrow view that we need to adapt to scientific technology and social progress at any cost would be considered “poor” in a bad sense, particularly in light of the words of Jesus, “Blessed are the poor” (Matthew: 5:3).

Humankind has always flourished by means of construction of the artificial. And our intelligence now coexists with artificial intelligence. At the same time, as living, natural organisms with a free will and sensibilities, we hear a clear message from our inner selves through art and theoretical thought, even though these are deemed as unimportant by the shallow-minded. ‘The Liberal arts’ is a system of learning that firmly places these seemingly unimportant materials in our minds in search of scientific truth, both in society and nature. How are we to create a society that values the self while respecting each individual, where the happiness of a life free from extreme poverty in a good environment can be shared by all and where we can continue to evolve without being controlled by the artificial? Each and every one of us must think about this issue from a fundamental standpoint and take action to ensure harmony between our creations and the natural world. This is what we convey to our students through our university education. We will

spare no effort in achieving this goal.

ICU takes good care of its students by building a community founded on God's love and built on mutual rapport. In the minds of our students, our liberal arts education fosters, not a single-stringed instrument devoted to playing themes from a specific discipline, but one with multiple strings that produces a rich harmony, one which becomes more polished over time. It is our express wish that our alumni are equipped to lead a fulfilling life, even if their instruments play poignant melodies from time to time.

We have constantly assessed our education system for necessary reforms, with an emphasis on critical thinking, dialogue and diversity in our academic and educational activities supported by alumni active in all walks of society. Our educational practices are widely acknowledged in higher education circles in Japan.

In the Medium-term Plan implemented between AY2014 and AY2020, we emphasized 13 objectives to “realize our founding philosophy amidst contemporary trends, in our continuing effort to nurture future global leaders armed with a liberal arts education”.

In addition to the results achieved under the previous Plan, we will make effective use of the system developed by the university as the foundation to enhance the creation of new values in education and research.

At the same time, this endeavor will also promote active use of knowledge in the tradition of liberal arts in the real world. We describe this as “the social implementation of liberal arts” and this will be integral to our work as we move towards this newfound goal.

ICU has actively engaged in efforts to give our students a clear structure to the knowledge, action and ethical norms based on liberal arts. This will remain an indispensable element of our education and research.

Comprehensive knowledge and specialization, critical thinking, respect for diversity and dialogue and awareness of the common good are all required of individual members of society seeking to solve complicated global problems. It will be important for society in the 21<sup>st</sup> century to equip itself with these abilities as part of its intellectual infrastructure.

ICU will implement the following as a step to realizing these goals:

Today, with AI, IT and IoT functioning as basic technologies in society, knowledge, understanding and skills in mathematics, information science and data science are indispensable. We will make sure our students graduate with the knowledge and skills they need. This will also promote unique research and education indispensable for the realization of Society 5.0. We will also start offering programs about global issues such as sustainable development, eradication of disparity and poverty, climate change and energy problems, for students to acquire practical skills through consideration of real-world problems. Furthermore, as we become acclimatized to

the peculiarities of contemporary culture, accepting it as a normal part of daily life, we will pursue reforms in our education and research, as well as in the way we work within the university, in finding ways better suited to human nature.

ICU students are required to think globally, grasp issues from a historical and comparative perspective, and to respect cultural diversity. To this end, international academic exchange is indispensable for our education, and we thus plan to promote this further. At the same time, international collaboration is also necessary in research. To further enhance the international quality of our education, a cornerstone of ICU's mission since its establishment, we will build new systems for managing our education and research including ways to develop human resources and to acquire funding.

The Japan ICU Foundation (JICUF) in New York works with ICU to nurture global citizens who contribute to peace and well-being transcending individual interests. The university shares this vision in further strengthening its ties with the JICUF to collaborate in implementing broad-ranging international exchange initiatives in education, academics and social work.

As a sound fiscal foundation is indispensable to realizing these plans, this Medium-term Plan will also lay out measures to improve the financial foundations of the university.

*This Medium-term Plan for AY2021-2025 was compiled amidst the coronavirus pandemic. To prevent the spread of this unprecedented virus, the flow of people and goods has been disrupted globally and locally, with social, economic, and cultural activities coming to a standstill. Higher education and research have also entered an unforeseen phase.*

*This Medium-term Plan has been compiled on the premise that the COVID-19 crisis may not be resolved when the plan is implemented. At the same time, however, it contains plans for the post-coronavirus future, which remains uncharted territory. In 2020, the new social awareness and norms people will share in a post-Covid world is depicted as the "new normal." These new circumstances were expected to bring about a transformation in the conventional relationships between humans and nature; between humans and technology; between the public and the individual; and between capital, power and freedom. However, none of us can predict what this will look like until it actually appears.*

*Even in this world of uncertainty, International Christian University clings to a vision that it will pursue in both the medium and long-term, regardless of what the future holds. It will strive to solve problems in modern society for the common good. The underlying philosophy in realizing this goal includes promoting harmony with the natural environment and opening our minds to the diversity that exists in the world. Our mission is to nurture graduates who can contribute to the*

*realization of these goals. Our vision leads to the pursuit of world peace, contributing to a world where people share the happiness of living a fully human life. It also reflects what has been expected of ICU since its foundation: the delivery of a whole-person education through liberal arts.*

*This Medium-term Plan has been compiled on the basis of this philosophy.*

## **I Educational Goals and Plans**

1. Global development of liberal arts education that nurtures comprehensive knowledge supported by specialization.
  - (1) Creating a new system for learning and research to tackle problems requiring global and interdisciplinary academic perspectives.
    - 1 We will strengthen cooperation with other universities in the fields of environmental studies, service learning, social business and SDGs;
    - 2 We will create an internal system for further collaboration between the CLA and Graduate School (such as the establishment of the Environment Studies Program in the Graduate School) to further strengthen existing programs.
  - (2) Clarifying the position of mathematical and information sciences within the framework of liberal arts.
    - 1 We will establish a curriculum that enables all our students to acquire the basics in mathematics, data science and AI, thereby equipping them with the data-oriented approach that represents a prerequisite for those active in a digital society;
    - 2 We will focus on AI as a tool and essential technology in relation to humanity: our data science curriculum will lay emphasis, not only on mathematical, but also on ethical, legal and social issues linked to the humanities and social sciences.
  - (3) Improve the curriculum to enhance learning across the humanities, social and natural sciences.
    - 1 We will develop a curriculum for all students to acquire the underlying basics in scientific thinking and understanding common to all majors in the natural sciences, not just to a specific field;
    - 2 The difference between general education and foundation courses will be clarified. The former will be modified into courses co-taught by faculty from three or more majors in two or more departments. Instruction with multilateral perspectives from diverse disciplines will

- enable students to experience dynamism in thinking, not just instruction in the basics of a specialized field. These courses will have liberal-arts based themes such as Human Rights and Gender, Quantum Reality and Culture, Currency and Humankind (all tentative titles) ;
- 3 In order to promote innovative development in our liberal arts education and research, we will revamp the educational environment. We will offer advanced education in the natural sciences and build a new building to stimulate synergies through interdisciplinary research in the humanities, social and natural sciences;
  - 4 We will develop programs to cultivate physical and emotional sensations through art, theoretical thought and sports.
- (4) Active use of information technology in educational activities.
- 1 New methods of teaching (including online delivery) will be developed, electronic resources will be improved, and an infrastructure implemented that will ensure the continuation of our educational activities in any situation;
  - 2 We will offer more online courses in the teacher certification program, to facilitate student enrollment in these courses, including accredited auditors.
- (5) Presenting clear guidelines for the acquisition of academic specialization in the liberal arts.
- 1 The existing general senior thesis guidelines will be revised to reflect the conventions in each discipline;
  - 2 To ensure that students acquire academic knowledge in a specialized field, we will offer more courses in research methodologies for each major, offered in English and Japanese, to be taken after students choose their major;
  - 3 We will strengthen instruction in Academic Integrity, by establishing a system for effective use of academic resources for student, faculty and staff outputs.
- (6) Hiring more faculty with practical experience.
- We will hire faculty with practical experience in managing in areas such as our IB and service-learning related programs (where courses are offered in both the CLA and the Graduate School).
2. Strengthening ties with universities and research institutions around the world to promote internationalization in the field of education.
  - (1) We will pursue diversity in our educational cooperation relationships with universities and research institutions in Japan and abroad, developing and managing online courses, based on the expertise acquired during the pandemic;

- (2) We will revise the current administrative system for the COIL Project (effective until the end of AY2020) and establish a project leader who will organize the project and teach courses on the program;
- (3) We will expand the number of mutually accredited courses with other universities and seek additional partnership schools for study abroad exchange and language programs;
- (4) As a new feature of the ICU course provision, we will offer intensive courses delivered by external lecturers from Japan and abroad.

3. Improving the curriculum to provide students with the academic and practical linguistic abilities necessary to communicate with a diverse global population and to receive and send information appropriately.

- (1) Build a system to encourage more students to write their senior thesis in English;
- (2) Promote the 2+1 (Japanese, English and another language) policy in language education.

4. Strengthening the admission system to select students with diverse backgrounds with the potential and ability to study at ICU.

- (1) Promote further cooperation between the University and high schools by producing a visual chart of the connection between the learning in high school and at ICU;
- (2) Increase the number of scholarships for excellent students who may be considering forgoing the opportunity to study at ICU for financial reasons;
- (3) Cooperate with JICUF in recruiting more applicants overseas;
- (4) Reform admissions with a focus on sustaining the present system amidst the projected drastic decrease in the 18-year-old population, whilst reforming the entrance examination system into one that meets the educational needs of the next generation;
- (5) Conduct a review of whether the revised screening methods and quotas initiated in AY2021 serve the purpose of securing the number and quality of students entering the university;
- (6) Establish a Web application system and screening system (for documentary screening etc..

5. Realization of the Student Pledge.

We will secure a means to help students understand the Declaration of Human Rights, on which the Student Pledge is based, through a project involving student participation.

6. Measures for human resources in education.

- (1) We will promote gender balance and cultural diversity in each program (including in language education and PE, major and department);
- (2) We will improve the visiting professor system for overseas faculty wishing to come to ICU

for one term or one year.

7. Cooperation with JICUF

We will continue existing programs and jointly implement new projects in line with JICUF's mission and vision. This includes the "Alumni Global Lecture" series, the "SDGs and Japan" and "Search for a Vocation" projects and the promotion of student NPO activities.

8. Graduate School

(1) Doctoral Course

We will support doctoral candidates to acquire their degree with excellent research in the shortest period possible, and help them in their search for the career of their choice (regardless of whether this be as a researcher or practitioner).

(2) Master's course

- 1 We will promote the "5-year program" established in 2012.
- 2 We will promote the programs, mainly targeted at 5-year program students, that we started in 2019: the "Diplomatic and International Public Service Program" (including NOHA), "Responsible Global Corporate Executives and Financial Professionals Training Program" and the "IB Teacher Certificate Program", and assist those completing these programs to find their future path.

9. Passing on and developing the ICU ethos.

We will build a community on campus that contributes to developing students' personality not only while studying in the classroom but also through student- faculty interaction, dormitory life, extracurricular activities and spending time on our verdant campus.

- (1) Increase opportunities for open house events at faculty residences;
- (2) Support student activity in the dorms and clubs;
- (3) Encourage participation in chapel hour, etc.

## **II Goals and Plans in Research and Academic Exchange**

1. Enhancing research activities in the research institutes

The research institutes will cooperate in planning interdisciplinary research themes that epitomize the arts and sciences at ICU, and enhance the system for securing funds for realizing

these plans.

2. Establishing a system for hiring young researchers.

We will establish a new system for hiring young researchers who have acquired a Ph.D. from ICU Graduate School as specially appointed assistant professors.

3. Enhancing the reputation of ICU's academic presence.

- (1) Encourage active applications for competitive research funds such as *Kakenhi*, and enhance the acceptance ratio;
- (2) Use the Othmer Memorial Professorship to strengthen PR activity concerning the importance of the natural sciences in the liberal arts context;
- (3) Public relations at the university will be directed, not only at applicants and their parents, but also aim to inform society in general about ICU's academic achievements. The University website will be renewed for this purpose;
- (4) The University website will feature both the academic achievements and personal qualities of full-time ICU faculty for each CLA Department and Graduate School Program.

4. Creation of a system to encourage joint research with researchers abroad using information technology.

- (1) Establish cooperative relations with research hubs abroad in the field of Japanese language education;
- (2) Establish cooperative relations with research hubs abroad in the field of Japanese art, and Japan Studies (history, society and economy, etc.).

5. Inter-university cooperation

We will implement emergent projects in the natural sciences, such as in quantum physics and molecular biology.

### **III Cooperation with society**

1. Creating and supporting joint academia-industry programs and projects that match ICU's philosophy.

- (1) We will support students engage actively in social business, an area of growing worldwide importance;



- (2) In contributing to the creation of a sustainable society, we will participate in the effort to forge a society with 100% renewable energy.

**2. Promoting further cooperation with the locality.**

- (1) We will promote lifelong learning courses including those offered online and encourage faculty to attend various conferences in the area;
- (2) We will sign a comprehensive agreement with Mitaka City. We will also consider comprehensive agreements with neighboring cities;
- (3) We will set up a venue on campus where students can study about the environment with farmers in Mitaka City and its environs.

**IV Enhancing efficiency in the secretariat and work-style reform.**

1. We will review the present clerical structure to integrate and regroup divisions in order to expand the discretion of each division and to build an effective organization that implements its tasks swiftly;
2. The flow of operations will be inspected and reviewed for effective, speedy and simplified implementation of tasks;
3. Records of decision-making within the organization will be managed collectively, with a system for effective use;
4. Use of ICT will be enhanced for clerical tasks, encouraging the shift to digital rather than printed material and online communication tools so that clerical work can be tackled in diverse ways (such as by telework and an office system where employees are free to change desks);
5. After the University Hall is renovated, the Academic Affairs Division, which now operates in multiple locations, will be integrated in the University Hall for effective cooperation between the CLA and Graduate School to improve services for students and faculty;
6. To nurture staff who can adapt to the globalization of the university environment and to technically specialized operations, we will promote SD and opportunities for staff to develop their planning abilities through the implementation of diverse training programs to nurture staff competencies.

**V Improving University finances**

1. Management of finances with consideration of plans for facility refurbishment.

As it is almost 70 years since ICU was established, many of our facilities are in need of large-scale renovation. These include the Diffendorfer Building East Wing, University Hall and the Science Hall. In addition, in order to make such renovation possible, we are planning to construct the new University Hall (total floor area 10,000 m<sup>2</sup>) , where the natural science facilities in the Science Hall will be moved during the renovation. Furthermore, since the air-conditioning system with ductwork around the campus has been deteriorating rapidly, we plan to switch over to individual air conditioning. The budget required for these facility renovations has been estimated to be more than JPY 17 billion. The task of raising this funding will be the biggest issue in managing our finances over the next 5 years.

In light of these facility renovation plans, the basic principles for financial management will be as follows.

(1) Revenue.

- 1 Enhance awareness among faculty and staff of the need to solicit external funding, including subsidies;
- 2 Establish a system to accommodate the expansion of the scope of donations, which has traditionally been largely earmarked for specific purposes (such as scholarships and the construction of new facilities), to include a wider range of purposes;
- 3 Work will continue on ensuring a maximum return from the Foundation, which represents a larger proportion of our budget compared to other universities. Investment strategies will not be limited to the stock market, but will include options such as credit spread and the selection of appropriate investment managers;
- 4 Expenditure which cannot be financed by the means stated in 1 to 3 above, will be funded by an adjustment to student fees, with consideration for fairness in the burden for upper- and lower-year students. We do not anticipate a large-scale increase in the number of students.

(2) Expenditure.

- 1 Expenditure on equipment should continue to decrease to the extent possible;
- 2 Expenditure for facility renovation and construction will prioritize use of existing facilities and expenditure will be controlled through competitive bids;
- 3 In order to maintain the return from the Fund, loan funding will be carried out with long-term fixed interest to the extent possible;
- 4 Personnel fees and cost of equipment will be maintained at the same level as AY2020 in real terms adjusted for inflation.

The economic situation will affect revenue, in terms of fluctuation in interest rates and hence yield from the Fund, and expenditure, with possible fluctuations in facility renovation and construction costs. In principle, progress in the Plan should be checked every year for necessary revisions by the Board of Trustees and, in particular, by the Finance Committee of the Board.

## **VI Other**

### **1. Crisis Management.**

- (1) We will work towards thorough management of personal information data;
- (2) Based on our experience with the COVID-19 crisis, we will establish a crisis management system across clerical divisions to deal with emergencies and individual cases;
- (3) We will prepare facilities and systems to secure continuity in education during a pandemic or natural disaster.

### **2. Promoting use of ICU's natural and cultural resources and publicizing them.**

We will pour our efforts into the preservation of the environment by compiling principles for natural preservation for each area on campus. We will also establish programs to make effective use of this resource in our education allowing more students to become familiar with the natural environment on campus.

- (1) Enhance publicity for the Jomon excavation ground and artefacts owned by the Hachiro Yuasa Memorial Museum.
- (2) Build an ICU Fruit Farm on campus as a venue to think about the environment through food production.
- (3) Renovate on-campus residences designed by William Vories by means of crowdfunding etc. and use these buildings effectively for education, cultural activities and as a facility for experience-based learning in the environment.