

**School Juridical Person, International Christian University**  
**Business Report for AY2008**

I. Outline of the School Juridical Person

A. Juridical Person to be located at: School Juridical Person, International Christian University  
 10-2, Osawa 3-Chome  
 Mitaka-shi, Tokyo, Japan 181-8585  
 Tel: 81-(0)422-33-3131 (main switchboard)

Chair of Board of Trustees	Toru Hashimoto
President	Norihiko Suzuki
Principal	Hiroshi Nagano

University opened	April 1, 1953
Graduate School opened	April 1, 1957
High School opened	April 1, 1978

B. Schools established:

- |                |                                     |   |
|----------------|-------------------------------------|---|
| 1. University  | College of Liberal Arts             | Division of Humanities<br>Division of Social Sciences<br>Division of Natural Sciences<br>Division of Languages<br>Division of Education<br>Division of International Studies<br>Division of Arts and Sciences |
|                | Graduate School                     | Division of Education<br>Division of Public Administration<br>Division of Comparative Cultures<br>Division of Natural Sciences  |
| 2. High School | Full-time School of General Studies |   |

C. Enrollment figures (for 1 May 2008)

1. Expected undergraduate enrollment vs. actual Figures shown indicate number of people

	Expected number of new students	Expected total enrollment	Actual total enrollment
Total undergraduates	620	2,480	2,843
Humanities*	-	270	307
Social Sciences*	-	450	528
Natural Sciences*	-	255	230
Language*	-	285	361
Education*	-	150	196
International Studies*	-	450	542
Arts and Sciences	620	620	679

\* Applicants no longer accepted from April 2008

2. Expected graduate school enrollment vs. actual Figures shown indicate number of people

	Expected number of new students	Expected total enrollment	Actual total enrollment
Total graduate students	143	322	193
Education	54	122	67
Public Administration	44	100	64
Comparative Cultures	35	80	56
Natural Sciences	10	20	6

3. Expected high school enrollment vs. actual Figures shown indicate number of people

	Expected number of new students	Expected total enrollment	Actual total enrollment
Total general studies students	240	720	719
Returnees from abroad	160	480	470
General students	80	240	249

4. Outline of Officers, Faculty and Staff (as of 1 May 2008)

a. Officers, Councilors

15 Trustees; 2 Auditors; 49 Councilors

b. University faculty and staff

155 full-time faculty (includes visiting faculty)

133 part-time lecturers

140 full-time staff (includes *ippan-shokutaku* and *tokubetsu-shokuin*)

c. High school teachers and staff

45 full-time teachers

54 part-time lecturers

12 full-time staff (includes *ippan-shokutaku* staff)

II. Outline of business

A. University

1. Reforms at the College of Liberal Arts

Together with the change at the CLA to a 1-division/major system in April 2008, the ICU performed the following in order to implement and improve the new curriculum.

- ① Founded on the new curriculum, the Academic Planning Center has taken a central role collecting information about each major and selecting majors as well as drawing up an 'Academic Planning Handbook.' The importance of academic planning in selecting majors has been emphasized and opportunities have been established for providing information via documents that can be browsed at the center, the university's internal web server, and explanatory meetings related to majors held at new student orientation (in April and September), retreat (in May) and 'major open houses' (in September and October). In conjunction with these plans, the university has also deepened the level of understanding among educational staff regarding the support that is asked of them in students' academic planning through such

opportunities as faculty development (FD) seminars and faculty retreats.

- ② Students who are eligible to serve as student advisors were called to service and workshops were held in order to settle on policies and plans of action leading towards the start of student advising. A web-based system called 'ICU Folio' was developed and functions as a portfolio for use in academic planning and advising. Operations were started with the portal site folio.icu.ac.jp as a foundation for the students service systems for which the Academic Planning Center serves as a center. This site was used to collect students' academic planning essays.
- ③ Meetings to explain the procedure for declaring a major were held in the last term of AY2008 as new students moved towards the completion of their 1<sup>st</sup> year. In order to begin the major declaration process from June 2009, preparations have moved forward for choosing majors via the Internet. A program by which students can check graduation requirements under the new curriculum has almost been completed. By holding explanatory meetings and revising handbooks, the university has made efforts to make information known about the new teacher certification program.
- ④ A system was started from August 2008 for making grades in PDF format available to all students. Students may now have at any time a PDF file showing their grades sent to their university e-mail address.
- ⑤ As an application system in the ICU special entrance selection so-called AO exam that conforms to the system of academic majors, the ICU decided to introduce in addition to its usual selection method a new method aimed at applicants who achieved a certain level in their marks at the 'International Science Olympiad' (an international science and technology-related competition primarily for high school students).
- ⑥ In order to deepen public awareness of the ICU's liberal arts education, which has been part of the university's educational principles since the time of its founding and has been further improved through the university's academic reforms, information about the university's activities have been actively made available to the media. As a result, the university has received requests for interviews with faculty, staff and students (including contributing writers) and news has been released through newspapers, television, radio, online media and various genres of magazines and journals.

## 2. Reforms at the Graduate School

In moving towards the start of the Graduate School's academic reforms in AY2010 (change in master's programs from 4 divisions/5 areas of study to 1 division of Arts and Sciences/4 areas of study; and change in doctoral programs from 3 divisions/4 areas of study to 1 division of Arts and Sciences/1 area of study), the ICU has prepared a 'Notification on the Establishment of a Division of Arts and Sciences at ICU Graduate School.' Centered around the preparation of this document and through the Graduate School Working Committee for Academic Reform, a homepage was created to support structural and strategic entrance exam publicity activities as well as such proposals as reforms to April entrance exams, preparation of decision making systems and 5-year B.A./M.A. system.

## 3. Promotion of Internationalism

- ① Based on the results of deliberations on the 'Project to "Establish Standards" and "Establish Joint Programs" in the SEA (Study English Abroad) Program', which has been implemented for the last 3 years, participating universities were sent concrete plans for improvements related to program content and methods and standardization in giving grades. Participating universities

are working to make improvements in response to these plans and it was confirmed that it is not necessary to make changes to the group of universities participating in the program.

- ② In order to be fully active in recruiting September-entrant enrollment and its publicity activities, ICU has visited high schools in Japan and overseas (primarily international schools). As a new plan in AY2008, the university hosted explanatory sessions together with the ICU High School targeting prospective students living in the US (NYC, New Jersey, Connecticut and Los Angeles). Also, in addition to hosting sessions in Japan to discuss entrance exams, ICU participated in a fair held in India promoting study abroad in Japan and a similarly themed explanatory meeting at the Chinese University of Hong Kong, where ICU talked with and answered questions from students interested in study abroad. ICU also participated in a CIS Forum held in Monaco and sponsored by the Council of International Schools (CIS); information with guidance counselors was exchanged.

#### 4. Introduction of New Teaching Assistant and Class Helper Systems

In order to meet the university's educational goals and also to provide an opportunity to train graduate students to become future educators and researchers, a new teaching assistant system was introduced in AY2008. Together with this, a class helper system was established to assist with necessary administrative duties related to educational activities. A system was prepared to support classes so that they may operate smoothly.

#### 5. Entrance Exam Period Moved Forward

The special entrance exam for April entry returnees and special entrance exam for '*shakai-jin*', which were formerly held on the same day as the general admissions exam, were each held separately on 20 September and 15 November. As a result, although the number for '*shakai-jin*' applicants was largely unchanged, there was a great increase in the number of April entry returnees (243 applicants compared with 46 the previous year). Based on the implementation status of the special entrance exam for April entry returnees, an implementation system for subsequent entrance exams was prepared, including making arrangements for contacts between related departments.

#### 6. Strengthening Faculty Development (FD)

Based on revision to University Establishment Standards, it was considered to make FD activities at the CLA and GS obligatory. FD activities for both groups were organizationally integrated and strengthened and support for educational staff was diversified through such means as class surveys in order to develop and improve education. For newly appointed educational staff not only were FD seminars held but a system was introduced by which ICU educational staff are assigned as mentors in order to provide individualized support.

#### 7. Promoting 'University Educational Reform Support Program'

As regards the University Educational Reform Support Program offered by MEXT through public and private universities, the Strategic Support of International Cooperation project 'Development and Network building of International Service-learning' ended in AY2008 and yielded great results. Also, results were released from the AY2007 *Toku-Shoku GP* project 'Educational Support for Liberal Arts to Nurture Intentional Learners' in which pioneering Japanese and international universities were visited and studied. Together with this, the ICU promoted continuing projects to support long-term study abroad and support of pioneering research overseas.

#### 8. Results of Evaluation Following Completion of 21<sup>st</sup> Century COE Project

Final results for the ICU selected program 'Research and Education for 'Peace, Safety and Conviviality' were submitted to MEXT. In terms of the results of the evaluation after the program's

completion the university received in December 2008 an evaluation of 'A' as well as the remark that 'the established goals were fully realized.' (An 'A' evaluation was awarded to only the year's top 6 of the program's 25 'interdisciplinary, multidisciplinary and new few field' projects.) Even after its completion, the university has planned to make the most of this project.

9. Selection as Project to Support Fundamental Structure for Strategic Research at Private Universities  
The ICU's research project 'New Developments in Quantum Beams: From Basics To Actual Practice' was selected as a MEXT Project to Support Fundamental Structure for Strategic Research at Private Universities. This project takes as its ultimate goal the formation and analysis of new matter using a super high vacuum scanning probe microscope, which was purchased in AY2008, and quantum beams with such representative electromagnetic waves as electrons, muons/mesons and x-rays. Funds to support the project are able to be considered as 5-year special support from private university operation cost subsidies.
10. System to prevent fraudulent activities or unlawful use of research funds  
ICU established its Regulations Governing the Prevention of Fraudulent Activities in the University Research. The President was made the individual with the highest responsibility in these matters and plans to prevent fraudulent activities or unlawful use of research funds were drawn up. ICU also established measures to take in case there are incidences of fraudulent activities. These regulations were posted on the ICU's website in order that they become known both within and outside the university.
11. Putting Library's Rare Documents Into Digital Format  
This project has been moving forward since AY2006. In AY2008 the library began putting the Kanzo Uchimura Collection of precious documents into digital format and it is now largely completed. The university plans to make these documents available on the Internet in the first half of AY2009.
12. New Scholarship ('Peace Bell Scholarship')  
From AY2008, ICU has implemented a new scholarship that aims to provide financial support to exemplary students. The scholarship is structured to give each recipient 1 million yen each year for 4 years. In the first year the scholarship was awarded to 17 students.
13. New Student Retreat and Orientation  
Based on the university's academic reforms, the new student retreat, which had formerly been held for students based in each division, was held for the university as a whole. Also, a new type of orientation was held with presentations on academic planning. It was possible to deepen new students' understanding about the system of majors and a great contribution was made towards promoting academic reforms.
14. Simulation of Measures to Respond to Accidents and Emergencies for Study Abroad Students  
A part of the university's plans to be able to respond to emergency situations, and with the assumption that study abroad students may have accidents, a simulation of measures to respond to accidents and emergencies for study abroad students was conducted with the participation of an external specialist. Afterwards, an emergency simulation including to step up an emergency centre was conducted using the emergency contact network.
15. Strengthening Communications with Students Whose Careers May Take Them Overseas  
As a form of career support and in consideration of the aims of the university's academic reforms, seminars were held that touched on options after graduation and included talks by alumni. The seminars expressed to students how the ICU's 'global standard liberal arts' can be put to use in the real world. Also, as a form of support for students involved in job-hunting activities, various

activities responding to student needs were held including job fairs with international corporations and international fields as well as seminars on having job interviews in English and writing English resumes.

16. Improving Support for Students With Special Needs

While support for students with special needs was given on an individual basis before, the ICU aims to provide support in an organizational manner in the future. A special needs support office with part-time staff was started as a center for such activities in AY2008. A number of workshops, etc. to train staff to support students with special needs were held at Christianity Week and Faculty Development Seminars with the participation of students, faculty and staff.

17. Improving Services to Applicants at Entrance Exams

A service for completing application forms for April entrant returnee exams, ICU special entrance selection and special entrance exam for '*shakai-jin*' was introduced. As a result, applicants are able to get detailed information early about entrance exams through the Internet. There are also fewer procedural and financial burdens placed on applicants, including being able to eliminate some application surcharges, etc. It was also made possible to pay application fees at convenience stores, thus greatly increasing the opportunities (compared with a banks' hours of operation) when applicants can make necessary payments.

18. New Dining Hall/Dialogue House (Proposed Building Name)

As per the project's schedule, the existing dining hall and Maple Grove Guesthouse were torn down in summer 2008, and on that land construction for a mixed-use facility combining dining hall, guesthouse, and overnight stay facilities for students doing short-term study abroad was started in March 2009. (Project is planned for completion in August 2010; a temporary dining hall was put in place after the demolition of the existing facility.) Together with this project, and in order to offer improved services to students, a new dining services contractor was chosen.

19. Renovations to Language Labs

Renovations to the language labs were begun in AY2007 and in AY2008 3 classrooms in the first floor of the Integrated Learning Center (rooms 101, 102 and 103) were completely renovated. Also an intelligent language education system with new 150 client computers was introduced. The layout of classrooms also made use of new ideas and are able to be used not only for language classes but for any class that uses computers.

20. Rebuilding University Computer Network

In light of the fact that the computer network serves as an important media source, ICU has established a committee to consider rebuilding the university's internal network to increase its reliability and availability. The committee's considerations are to be assembled in AY2009.

21. Updating Library System

By introducing a new library system, it has become possible to obtain information from the National Center of Informatics database and to be used in various languages. Administration of book orders, book management and inter-library loans has become more efficient. Also, by improving functions dealing with information management it has become possible to offer information to users more quickly.

22. Renovation of Emergency and Aging Facilities

Upgrades were made as scheduled to emergency facilities and security (phase 3 construction work). In terms of emergency facilities, primarily a central monitoring system was put in place. Also, in terms of energy saving measures in aging facilities (including such facilities' infrastructure), regular

upgrades are being made and work to install inverters on air-conditioners' water pumps was started beginning with the Administration Building and continuing regularly through other buildings.

## B. High School

### 1. Development of Recruiting and Publicity Activities in Order to Secure Students (Applicants)

① With the cooperation of JICUF, the High School conducted informational meetings in group high school/university sessions in North America. It also participated in informational meetings at European schools sponsored by the Japanese Foundation for International Children's Education (including meetings in June in London, Düsseldorf and Brussels in June).

② The High School participated in numerous informational meetings in Japan. Programs were also held on campus such as guidance for returnee students (6 days, 1,070 participants), tours of the school over summer recess (837 participants) and general informational meetings (2 days, 751 participants).

### 2. Revamp Website Together With 30<sup>th</sup> Anniversary of High School's Founding

Together with the revamping of the website, a blog was created to show the progress of the work on the High School's new gymnasium. The blog will be updated with information from the old gym's demolition to completion of the new gym.

### 3. Computerizing Student Records

With AY2009 as its goal, a database is being created to manage all students' enrollment status and grades. A project is currently under way to make e-systems for making grade reports, surveys and advising records. Two-thirds of all student's records have been put into the database.

### 4. New Gymnasium

Linked with the 30<sup>th</sup> anniversary of the high school's founding, building of a new gymnasium was planned. In October 2008 a temporary gym was put in place and in November the old gym was demolished. Construction of the new gym started January 2009 and is expected to be completed in September 2009.

### 5. Improvements to the School Bus

The school bus, which has been established for use by all High School students, has had a greater number of departure times set up so that the bus runs not only for going to and from school for classes but also for school events and informational meetings. Visitors to the school using the school bus numbered 1,800. Based on these results we are considering further improvements.

### 6. Survey to Investigate Seismic Stability of Dorms

Based on plans for repairs at all buildings, the investigation of seismic stability of dorms that had not yet been started was conducted and the safety of the buildings with regard to earthquakes was confirmed. A simple survey of all buildings was conducted in order to identify points for future repairs and improvements.

### 7. Work Based on Financial Simulation and Establishment of Next 'Financial Reforms Investigation Committee'

Together with making a summary of the financial simulation that was performed up until AY2008, and in order to plan for the promotion of future financial stability and equilibrium of income and expenses, an Financial Reforms Investigation Committee was established and a financial simulation for AY2009 to AY2014 was drawn up including plans for large-scale building renovations.

### 8. Measures for the High School's Committee for Increased International Presence

Specific proposals for measures for the High School's Committee for Increased International Presence were considered. In order for proposals for curriculum implementation to be drawn up a Committee for Promotion of Plans for Increased International Presence was established at the High School.

### C. School Juridical Person

#### 1. Strengthening Fundraising Activities

- ① In order to develop in a sound way the Peace Bell Scholarship, which was started in AY2008, greater cooperation from alumni has been sought. Due the strong support of promoters who organized scholarships according the term students enter ICU a connection has been made with increasing the number of awardees (increase of 227 recipients compared with the previous year) and receipt of solid scholarship assistance (amount applied for as of the end of March 2009 is ¥269 million). Together with further plans to develop fundraising activities, plans were prepared for the 60<sup>th</sup> anniversary of the university's founding, the School Juridical Person Office was renamed the Advancement Office and Secretariat, and plans were made to strengthen organizational systems.
- ② While continuing work to receive 'Donations for Education and Research Funds' from parents/guardians of entering/existing university students and 'Donations for Educational Improvements' from parents/guardians of entering/existing high school students, activities were developed in earnest to raise funds for construction of the High School's new gymnasium as part of the High School's 30<sup>th</sup> anniversary plans.

#### 2. Internal Auditing

The new 'ICU Regulations on Internal Audits' were drawn up to contribute to the soundness and reliability of the university's management and to plan for the objectives of internal audits and administrative improvements leading to the realization of the ICU's goals. These regulations were approved by the Board of Trustees on 14 November 2007 and based on these regulations internal audits were settled upon. Together with the establishment of these new regulations, an 'Auditor's Office' was set up as the office responsible for such matters. It conducted planned audits throughout the year and submitted its findings in an Internal Auditor's Report to the Board of Trustees in March 2008.

#### 3. Promotion of Campus Safety Measures

In order to promote further the maintenance of campus security a 24-hour security system was started. Safety measures related to campus facilities were planned, improvements to security personnel systems were made with the support of an outside contractor, and other means of strengthening safety and security systems were conducted.



Income and expenses, amounts shown in units of one million yen

	University			High School			School Juridical Person		
	AY2007	AY2008	Comparison	AY2007	AY2008	Comparison	AY2007	AY2008	Comparison
Student fees	4,178	4,245	67	641	652	11	4,819	4,897	78
Entrance exam fees and other fees	117	127	10	30	29	△ 1	147	156	9
Donations	549	280	△ 269	30	29	△ 1	579	309	△ 270
Subsidies	719	709	△ 10	286	289	3	1,005	998	△ 7
Revenue from investment of assets	401	164	△ 237	68	67	△ 1	629	410	△ 219
Capital fund, specified funds	313	80	△ 233	67	65	△ 2	539	324	△ 215
other	88	84	△ 4	1	2	1	90	86	△ 4
Income from sale of assets	0	0	0	0	0	0	0	0	0
Dormitory fees and other fees	200	206	6	59	64	5	259	270	11
Miscellaneous	267	212	△ 55	27	2	△ 25	294	214	△ 80
<b>Total income</b>	<b>6,431</b>	<b>5,943</b>	<b>△ 488</b>	<b>1,141</b>	<b>1,132</b>	<b>△ 9</b>	<b>7,732</b>	<b>7,254</b>	<b>△ 478</b>
Personnel	3,763	3,809	46	793	750	△ 43	4,556	4,559	3
Provision from retirement reserve	128	124	△ 4	0	0	0	128	124	△ 4
Education, research and general admin.	2,020	2,150	130	172	219	47	2,352	2,548	196
Deprecitation	526	520	△ 6	74	94	20	600	614	14
Loan interest payable	37	36	△ 1	8	8	0	45	44	△ 1
Loss on disposal of assets	3	82	79	0	74	74	3	156	153
Provision for reserve of uncollectibles	0	0	0	0	0	0	0	0	0
Reserve funds	0	0	0	0	0	0	0	0	0
Added to capital fund	446	580	134	52	51	△ 1	498	631	133
<b>Total expenditures</b>	<b>6,923</b>	<b>7,301</b>	<b>378</b>	<b>1,099</b>	<b>1,196</b>	<b>97</b>	<b>8,182</b>	<b>8,676</b>	<b>494</b>
<b>Balance</b>	<b>△ 492</b>	<b>△ 1,358</b>	<b>△ 866</b>	<b>42</b>	<b>△ 64</b>	<b>△ 106</b>	<b>△ 450</b>	<b>△ 1,422</b>	<b>△ 972</b>

Note: The juridical branch is included in the overall School Juridical Person.