

**School Juridical Person, International Christian University  
Business Report for AY2009**

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  
Division of Social Sciences  
Division of Natural Sciences  
Division of Languages  
Division of Education  
Division of International Studies  
Division of Arts and Sciences  
Graduate School Division of Education  
Division of Public Administration  
Division of Comparative Cultures  
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	2,783
Humanities*	-	180	190
Social Sciences*	-	300	373
Natural Sciences*	-	170	155
Language*	-	190	208
Education*	-	100	139
International Studies*	-	300	365
Arts and Sciences	620	1,240	1,353

\* 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	166
Education	54	122	58
Public Administration	44	100	49
Comparative Cultures	35	80	55
Natural Sciences	10	20	4

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	723
Returnees from abroad	160	480	481
General students	80	240	242

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

a. Officers, Councilors

15 Trustees; 3 Auditors; 49 Councilors

b. University faculty and staff

165 full-time faculty (includes visiting faculty)

139 part-time lecturers

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

c. High school teachers and staff

46 full-time teachers

55 part-time lecturers

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

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 The university produced an "Academic Planning Handbook," which brought together information related to all majors and the process of major selection. It also increased the tools to help students with academic planning by also producing from AY2009 a supplement to this handbook. In addition to new student orientation (held in April and September) a place was also established at the new student retreat (held in October) to present information about academic planning and majors.

② At the Academic Planning Center, the university planned for improvements to the content of documents students can browse online or at the center, and while providing information to students about majors, etc., there were 678 requests for consultations and the average amount of time given to each consultation was 20 minutes. Of use in these consultations was the

collection of academic planning essays students wrote before they entered ICU, at the end of their first year and at the end of their 2<sup>nd</sup> year.

- ③ A web-based portfolio called “ICUfolio” was created to support students learning. Academic planning essays, notes regarding consultations requested at the Academic Planning Center, notes written by students about the study plans, and other documents were collected and set up so they can be shared by students, advisors and Academic Planning Center staff. As a result, it has become easier to grasp individual students’ situations and to provide comprehensive and accurate advising that takes into account students’ experiences starting from the point before they enter ICU.
- ④ Regarding the major declaration process (one of the education-related procedures within the new curriculum), a web-based system was developed while taking into account the procedure’s relation to students’ submission of academic planning essays, which also had to be done at the same time. The 630 students who were to declare their majors did so. A web-based system for checking graduation requirements (for students under the new curriculum) was set up and offered to students from term 2 of AY2009. Through this system, students are able to check at any time the status of their graduation requirements and use it to assist in drawing up their study plans.
- ⑤ Regarding General Education Courses, the General Education Course Committee began preparations for realizing seminars that have small class size. This was started with the aim of implementing these seminars from AY2012. In fall term of AY2009 an ELP Reform Committee was established at the English Language Programs (ELP), a program that has developed over many years as a part of the university’s liberal arts education. The ELP Reform Committee was established with a basic understanding of the importance of students’ first year of education within the new curriculum and also in order that students incorporate English into their lives not only within the structure of English language education but throughout their career at ICU as part of their liberal arts education and the university’s mission of theoretical and critical thinking. A survey about the English Language Programs was given to spring AY2009 graduates. Building on the survey results given to students and ELP Reform Committee meetings, the university’s AY2009 faculty retreat (held on 16 March 2010) was held with ELP reforms as its theme.
- ⑥ In November 2009, ICU invited specialists from the NACADA (National Academic Advising Association) to come to ICU and held the “Toku-Shoku GP Symposium” titled “Realizing Educational Support Through Academic Advising: American Systems and ICU Systems.” Participants came from both ICU and outside the school and the university was able to communicate its systems to a wide audience. Also, 2 staff involved with advising attended the NACADA’s summer seminar in order to train and collect information. At the same time, ICU’s academic advising system was selected as an example for a different seminar held by NACADA, giving ICU an opportunity to present ideas about its advising system.
- ⑦ Taking the opportunity of the NACADA specialists’ visit to ICU, workshops were held together with the FD office that were adapted to advising in actual practice. Additionally, a meeting to exchange opinions was held between the FD office, Academic Planning Center and major advisors where a shared understanding about support that ought to be given in the major system was developed. A system of student advising was introduced, by which upperclass students advise underclass students, and workshops were held for advisor training.
- ⑧ Visits to high schools and prep schools throughout Japan, participation in entrance exam

consultation meetings, open campus sessions for prospective students, and other publicity activities were conducted in order to promote understanding of ICU's liberal arts education to a wide public.

## 2. GS Reforms

A foundation for the Graduate School's operations was built through such work as submission of notifications to MEXT (April 2009), determination of curricular structure, revisions to advising system, preparation of decision-making procedures and committee structures, as well as revisions to the University Regulations and other related regulations. Together with the fusion of previous different divisions into a single division, reforms to the selection process for April entrants were moved forward and selection of students entering for AY2010 was completed under the new system. The university also started publicity of the Graduate School entrance exam by such means as the establishment of a GS website, advertising and participation in fairs about study abroad. Work was put into building cooperative systems between the GS and CLA, for example in the form of meetings to explain to the campus community about the 5-year joint CLA-GS program. Additionally, the university prepared support systems for current students, such as meetings to explain transition measures to students who entered the GS in AY2009 and earlier.

## 3. Self-Inspection/Self-Evaluation and Application for University Accreditation

ICU conducted an inspection and evaluation of the entire university, made a report of the results, and applied to the Japan University Accreditation Association for university accreditation. Additionally, ICU received an outside inspection by Grant Cornwell, president of the College of Wooster (US). These were made widely available to the general public on the ICU website. Results of the accreditation evaluation are expected in December 2010.

## 4. Promotion of Internationalism

① As part of recruiting activities especially for applicants for September document screening and April returnees, ICU visited international schools (in Japan and overseas) and other overseas schools and also participated in meetings to explain about entrance exams. Guidance counselors from international schools in Japan were invited to ICU to take part in explanatory meetings. ICU planned to attend together with ICU High School a fair for multiple schools held in the US from the end of May to the beginning of June, but this fair was cancelled due to the N1H1 flu outbreak. However, such fairs were held in 3 countries in Asia (Singapore, Thailand and Hong Kong) at the end of October and at this time ICU was able to visit neighboring international schools and prep schools and meet with many students and parents and also have direct contact with teachers.

② Since there has been a conspicuous decrease in the number of study abroad students in recent years, divisions related to study abroad investigated how to revitalize the overall study abroad program. This investigation having been conducted, plans were made to review the content of meetings given to explain about study abroad. Together with this, a survey was given to students who participated in study abroad explanatory meetings and students who didn't participate in study abroad. An investigation was made into the possibility of making improvements to study abroad programs and keeping a high priority on study abroad within the academic major system.

## 5. Improvements to Teaching Assistant and Class Helper Systems

Starting with the call for new teaching assistants for AY2010, a web-based application system was introduced. As a result, there have been expanded opportunities for TA recruiting, increased procedural transparency, and a decrease in the amount of work involved in this process for TAs as

well as educational and general staff. The system is to be improved through the implementation of a TA orientation and survey on working conditions. As regards class helpers, plans were made to improve the system for class support through such operational changes as opening the class helper room during lunch and making it possible to respond to educational staff requests that need to be carried out the same day. Class helpers received approximately 1,600 requests in AY2009, an increase from the previous year of 25%.

6. Strengthening Faculty Development

In order to bring together and improve faculty development (FD) activities at the GS and CLA starting from AY2009, FD Committee operations started with a new committee composed of members elected from the departments, which cover the previous humanities, social sciences and natural sciences fields, and elected members representing the GS. Seminars for educational staff, orientation for new educational staff, syllabi and newsletters were implemented and included GS educational staff as well. Implementation and consideration of future content of class effectiveness surveys at the GS are to continue.

7. Introduction of “e-handbook” for Mobile Phones

From term 2 of AY2009 a site accessible from mobile phones was built and offered to students. It is possible to use the site to search and check information related to educational matters including status of course registration, cancelled classes, classroom changes, simple search of the Course Offerings catalogue, and other notifications. This system increases the usability of this information by eliminating restrictions on where and when students can access education-related information.

8. Promotion of “University Education Reform Support Programs,” Etc.

Regarding MEXT’s programs to support reform in university education through national, public and private universities, the program “Educational Support for Liberal Arts to Nurture International Learners” (chosen by MEXT in the AY2007 as Tokushoku GP Program) came to an end in AY2009. This program bore great results in academic reforms. ICU implemented a continued program of sending students overseas through the “Long-Term Foreign Study Support” program (which has been in MEXT’s jurisdiction) and another program of sending students abroad through the “Student Exchange Support System” (which changed in AY2009 from MEXT to the Japan Student Services Organization). ICU also conducted the International Cooperation Initiative’s “Trials In ESD (Education for Sustainable Development) Models: Building/Putting ESD Models Into Practice (To Work In Tandem With Cooperation Between Japanese and African Elementary and Junior High Schools)” (continuing from AY2008) as well as “Japanese Language Education Programs for ‘Foreigners as Individuals Engaged in Vibrant Living’ (Cultivating Japanese Language Advisors)” (selected as a new program in AY2009 by the Agency for Cultural Affairs).

9. Implementation of New Scholarship System (“Peace Bell Scholarship”)

A new scholarship system was started from AY2008, which aims to provide financial aid to model ICU students and awards ¥1 million to each student each year for 4 years. In AY2009 there were 11 recipients. At present (the end of AY2009) there are currently 25 students receiving this aid.

10. Building Management and Operation Systems for New Dorms

The position of “assistant dean of students” was established together with a housing office in order to specialize student housing administration and build a system of management and operations for new dorms. In order to provide not only dorm management but also provide for students’ mental well-being, building caretakers have been hired for Zelkova House (completed in March 2010) as well as the new dorms that are yet to be completed.

11. Expanding and Improving Career Support

In terms of career management support that has been satisfying for students and with a view of the importance of responding to individual needs, ICU performed individual interviews with all 450 students who within one month registered for career support. Additionally, over 3,000 career consultations were given over the course of the year. On the other hand, in terms of group support, guidance and report meetings were held multiple times; these meetings responded to unique needs, such as June graduates and returnee students.

12. Improvements to Services for Applicants as Regards Entrance Exams

In addition to the past system of making bank transfers, ICU introduced for the AY2010 general entrance exams and ICU university central entrance exam a system by which applicants could pay the test fee at convenience stores. 530 people made use of this system (total number for both exams, with 1,754 applicants taking the general exam and 906 applicants taking the central exam). This is 20% of the total applicants. Including other selection processes that have already been using the convenience store payment system, the total number of payments made at convenience stores was 957, with 68.8% of these payments made during hours when banks are closed. Therefore it may be said this has been an improvement to services for applicants taking entrance exams.

13. Digitizing Library's Rare Documents

50 manuscripts, 450 books and 150 photographs making up the bulk of the Kanzo Uchimura Collection have been put into digital format. These were made available in October 2009 as the "Kanzo Uchimura Collection Digital Archive." They can be accessed from within and outside the university and it is expected that they will be used widely as research documents about Kanzo Uchimura.

14. Construction of New Dorm and the Kiyoshi Togasaki Memorial Dialogue House

Construction of the new dorm "Zelkova House" was started in March 2009 and completed in March 2010. Students began moving into the dorm in April. The multi-function facility called the "Kiyoshi Togasaki Memorial Dialogue House" was started in March 2009 and is to be finished in mid-August 2010.

15. Rebuilding University's Internal Network

The IT Policy Committee was started and a plan for the introduction of a campus-wide wireless LAN network was determined. The network source that had to be moved from the Integrated Learning Center to the Administration Building, the server room in the Administration Building and other facilities related to the IT Center were fully renovated.

16. Providing for Emergency Contact Network and Safety Confirmation System

Together with providing an emergency contact network that uses mobile phones, a unique system that enables the university to send out notifications in the event of a disaster or accident was developed and operations were started.

17. Renovation of Emergency and Aging Facilities

Large-scale renovations were carried out together with the seismic retrofit of the Library in August 2009. Plans were completed for installation of on-campus smoke alarms that were part of the plans started in AY2006 to renovate emergency equipment. Together with the renovations to the server in the IT Center's computer room, the university also carried out other equipment renovations including the installation of a security system by which a card key is necessary for entry to the IT Center; this work is expected to prevent information leaks, etc. Work was also begun, starting with the campus' main buildings, to convert lighting to use inverters; this work is part of the university's energy conservation measures, which itself is an important item in the plans to renovate aging facilities.

18. Repairs to the *Taizanso* Building

In August 2009, repairs were made to the *Taizanso* building (roof of the building's study as well as façade) due to a leak caused by the building's age.

19. Implementation of Activities Related to the 40<sup>th</sup> Anniversary of the University Chapel Organ

As we move ahead towards AY2010, the 40<sup>th</sup> anniversary of the dedication of the University Chapel's Rieger organ, ICU has made 2,000 copies of a CD recording of university organists. The CDs are being distributed to donors to aid in forming capital to preserve the organ and add a new set of combination actions.

20. Projects the Open University Facilities to the Public

In addition to permanent exhibitions, exhibitions on special themes were held (3 times/year) at the Hachiro Yuasa Memorial Museum. Open lectures were held in connection with the special exhibitions' themes; the lectures invited specialists active in the respective field (the 3<sup>rd</sup> lecture was by ICU Professor Emeritus Yoichiro Murakami); the lectures were attended by a total of 275 guests. The museum was used by a wide range of students with its function as a place for training students of the curatorial training program and field trips for nearby elementary schools. Additionally, at the Religious Music Center the chapel's great organ was made open to the public on certain dates and an "Organ for Kids" program was held especially for elementary school students.

B. High School

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

① Explanatory meetings were held in Southeast Asia (group meetings with ICU high school and ICU). ICU High School planned to attend a fair in the US, with the assistance of JICUF, but the fair was cancelled due to the N1H1 flu outbreak.

② The High School participated in numerous explanatory meetings and consultation sessions in Japan. Events were also held at the High School: guidance for returnee students (6 days, 1,046 participants), visits to the school over summer break (678 visitors), and general explanatory meetings (2 days, 735 participants).

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

As part of the activities for the 30<sup>th</sup> anniversary of the High School's founding, a special site within the High School's website was started that includes special features on such topics as the high school's history and interviews with people at the school.

3. Computerizing Student Records

Work that was started in AY2007 to transfer all students' enrollment and grades to a database was completed. As a result, transcripts, school reports, and guidelines for students in all years have been computerized.

4. New Gymnasium

As part of the activities for the 30<sup>th</sup> anniversary of High School's the founding, the high school's new gymnasium is to be completed in October of the same year and people from the high school, university and juridical person are to be invited to a ribbon cutting ceremony in December.

5. Work Based on Financial Simulation and Establishment of Next 'Financial Investigation Committee'

A mid-term financial simulation for the high school (for AY2009 – 2014) was drawn up, and, based on this, ICU considered how to balance the income and expenses for renovations to facilities related to efforts to make the school increasingly international.

6. Implementation of Plans from High School Internationalism Executive Committee

Based on the measures that aim to make the high school increasingly international, and which were determined by the Internationalism Executive Committee, a person was hired to work in the

Returnee Student Education Center in order to concentrate on foreign recruitment. Additionally, concrete proposals were considered and implemented.

### C. Juridical Person

#### 1. Preparations for the University's 60<sup>th</sup> Anniversary Projects

① It was determined that the 5-year period from April 2011 to March 2016 (centered around 2013, the 60<sup>th</sup> anniversary of ICU's founding) would serve for the university's 60<sup>th</sup> anniversary projects. "Regulations for ICU 60th Anniversary Promotion Committee" were determined in July 2010. Based on these regulations the Promotion Committee was established and reporting to this committee a "Preparations Committee" was organized.

② It was determined that anniversary projects are to be developed within 4 main areas: academic programs, the campus master plan, events/publicity, and an anniversary fund. Together with the cooperation of the Board of Trustees, Alumni Association and JICUF, the Juridical Person is beginning the selection and assignment of committee members and advisors. In particular, the "academic programs" will accelerate plans that lie at the core of the anniversary projects and put priority on important projects that define and develop academic reforms that have been carried out at the CLA and GS.

#### 2. Strengthening Fundraising Activities

Fundraising results for AY2009 brought in 1,399 donations totaling ¥115 million, which is the first time over ¥100 million has been received in a single year. Within this was ¥59 million for Peace Bell Scholarships, which especially strengthened fundraising. It also includes ¥30 million from parents of high school students donating to gymnasium construction. Donations to the Peace Bell Scholarship were given through applications and up to the current academic year the total has exceeded ¥300 million. In April 2010 the 3<sup>rd</sup> group of Peace Bell Scholars is to enter ICU (9 recipients) and including the 25 recipients from the 1<sup>st</sup> and 2<sup>nd</sup> groups, the total number of Peace Bell Scholars is 34. As a trial project starting in AY2009, a "One Coin" donation system was established that is aimed at students and hopes to instill in students the idea of making donations to their school.

#### 3. Drawing Up Plan for Campus Landscaping and Maintenance

The overall campus landscaping and environment were considered as a point for the University Building and Grounds Committee. Together with this, a landscape survey was started as part of the 60<sup>th</sup> Anniversary Projects. As a result, the Juridical Person has been able to understand overall the unique nature of the total campus and started projects that would contribute to the drawing up of future plans for campus systems and facilities.

#### 4. Repairs to Campus Roads

Due to its age, MacLean Street was repaired in December 2009. However, since these were repairs only to certain areas of the road, the Juridical Person plans to conduct regular repairs due to the progress of construction of facilities requiring large trucks coming and going through the campus.

#### 5. Establishment of Committees Under the Board of Trustees

A Financial Review Committee was established and began activities under the Board of Trustees. This Committee aims to draw up a financial simulation spanning as far as FY2020 and make concrete proposals in order to stabilize and strengthen the university's financial base. Additionally, a Personnel Systems Review Committee was established in order to conduct an overall review of personnel matters, including wage and evaluation systems, and move forward with the building of a new personnel system. This committee also began making relevant considerations.