

Top Global University Project (Type B) Kwansei Gakuin University

1. Outline

【 Name of project 】

Establishing the Global Academic Port, an international hub for academic exchange

【 Future vision of the university planned in TGU project 】

The university reform plan is for establishing a homeport in which academic exchanges take place by students, faculty and staff, both local and international, to enable the cultivation of world citizens who embody the school motto 'Mastery for Service'. Prioritizing quality, Kwansei Gakuin University (KGU) aims to be a respectable 'Top Global University' through the implementation of this initiative.

【 Summary of Project 】

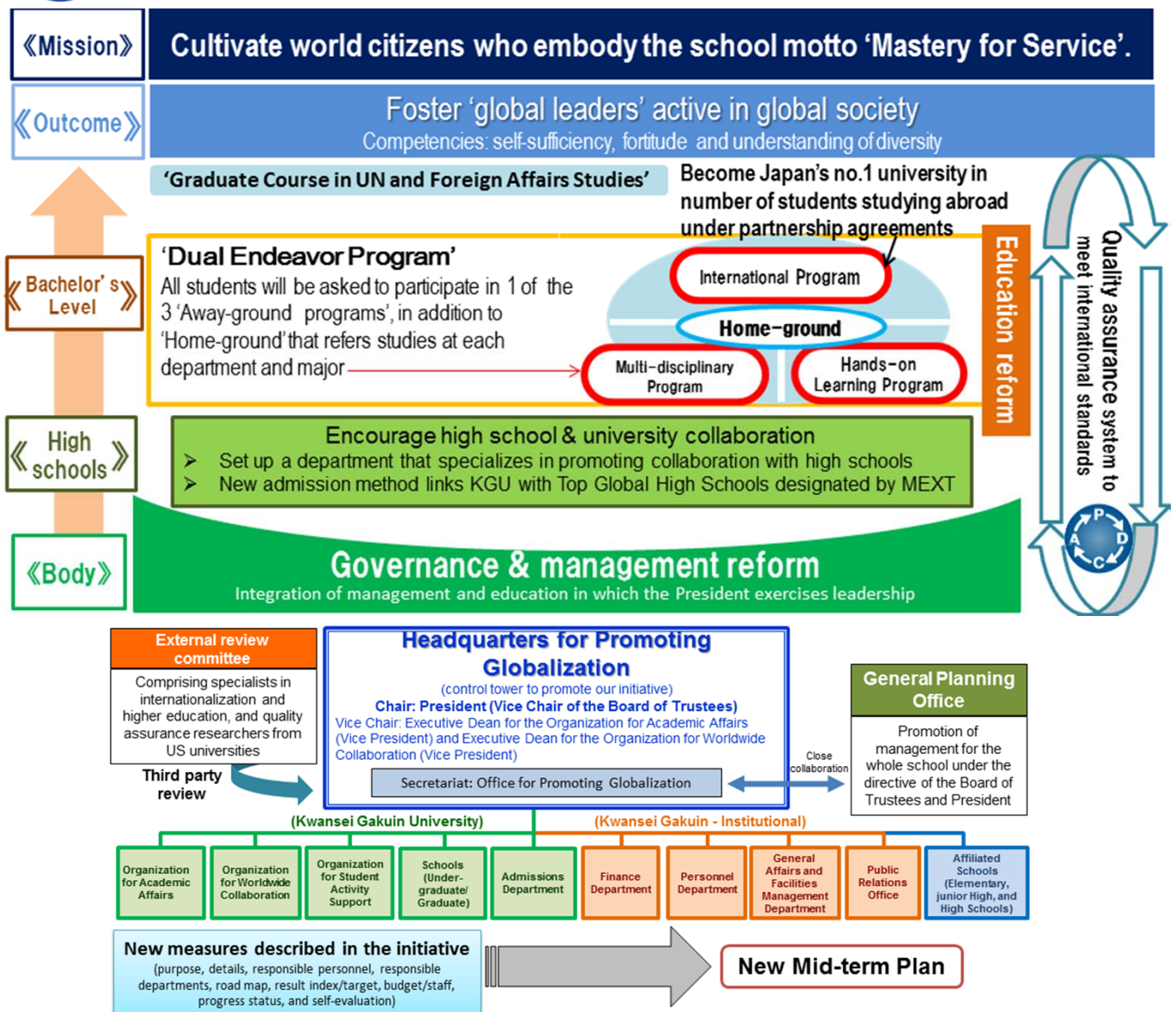
The Global Academic Port initiative can be described concisely with the following five keywords:

1. Introducing the 'Dual Endeavor Program' - a New Educational 'Operating System';
2. Becoming Japan's No.1 University in Number of Students Studying Abroad under Partnership Agreements;
3. Establishing a Gateway to the United Nations and Other International Organizations;
4. Establishing a Quality Assurance System that Meets International Standards;
5. Establishing a Comprehensive Management System through Governance Reform.



KWANSEI GAKUIN UNIVERSITY
Global Academic Port

Aiming to be a respectable 'Top Global University'



【Summary of the 10-year plan】

1. Introducing the 'Dual Endeavor Program' - a New Educational 'Operating System'

The Dual Endeavour Program is a unique educational operating system composed of 'Home-ground' (studies at each department and major) and the following three types of 'Away-ground' programs: 'Hands-on Learning', 'International' and 'Multi-disciplinary' programs. All students enrolling in FY 2019 and later will be encouraged to try one of the three 'Away-ground' programs as well as the 'Home-ground' courses.

2. Becoming Japan's No.1 University in Number of Students Studying Abroad under Partnership Agreements

In terms of the number of students to be sent overseas based on university partnership agreements, KGU is currently the 4th highest ranking in Japan (source: Japan Student Services Organization, 2012).

The University aims to be the top university by increasing the number by 2.5 times from 900 students in FY 2013 to 2,500 students in FY 2022.

3. Establishing a Gateway to the UN and Other International Organizations

See 'Featured Initiatives'.

4. Establishing a Quality Assurance System That Meets International Standards

With reference to cutting-edge models in the United States, KGU will establish the quality assurance system that meets international standards. The initiative includes developing a unique portfolio applicable to all students by FY 2020; designing and introducing surveys of students and graduates based on clear indicators in FY 2021; and establishing the 'tuning' model, an evidence-based assessment of learning outcomes in FY 2022 in collaboration with researchers in the United States.

5. Establishing a Comprehensive Management System through Governance Reform

See 'Featured Initiatives'.

6. Others

Through the implementation of the 'Global Academic Port'-plan, KGU will establish a homeport in which academic exchanges take place, by students, faculty and staff, both local and international. For that, the GAP website has been launched. The 'Office for Promoting Globalization' has also been established in April 2015.

【Featured Initiatives (Internationalization, University reform, Education reform)】

1. Establishing a Gateway to the UN and other international organizations:

KGU will systematically offer programs for fostering future diplomats and staff of the United Nations and other international organizations, etc. The number of Japanese employed as UN staff is still far below the 'desirable range'. KGU will tackle this national challenge in Japan by cultivating human resources who realize the University's school motto 'Mastery for Service' at a high degree.

(1) The Graduate Course in the UN and Foreign Affairs Studies (Master's Level)

KGU is planning to launch the course, a minor program for graduate students, in FY 2017. The English-medium program, provided by to-be intensively experienced lecturers will be jointly offered by multiple graduate schools of KGU. Internships will be compulsory for completing the program.

(2) Bachelor's level programs and collaboration with high schools

In addition to the 'Active World Citizens Program' that has been subsidized since FY 2012 under the 'Project for Global Human Resource Development' of MEXT, KGU will offer a new bachelor-level Multi-disciplinary Studies Program in UN and foreign affairs studies in FY 2017 and later. Collaboration with affiliated schools and high schools designated as 'Top Global High School' by MEXT will be also enhanced.

(3) Career support

Centers for supporting career formulation will be established in October 2015 in collaboration with the following external agencies such as the Recruitment Center for International Organizations of the Ministry of Foreign Affairs in Japan and the UN Global Compact Japan Network.

2. Establishing a Comprehensive Management System through Governance Reform

KGU has implemented a governance reform in FY 2013 in which the President has been made the Vice-Chair of the Board of Trustees to exercise control over plans for financial administration, personnel affairs, facilities, and information systems, as well as education. The Committee for Planning and Promotion has also been established during the same year for consensus building regarding crucial items of management. Based on the governance reforms, KGU will propose the 'KG Model' leading Japan's private universities by establishing a system in which the President exercises leadership in comprehensive management.

As a result of the improved governance and management system, KGU will publish the Mid-term Comprehensive Management Plan by FY 2019. The General Planning Office, consisting of staff with specialized knowledge and skills, will also be established for integration of administration and education. The office will enable the promotion of various plans, strengthening the PDCA cycle, and improving data utilization.

2. FY2014 Progress

■ Common indicators and targets

Internationalization

1. Increased the number of students studying abroad under partnership agreements

Results		Targets		
2013	2014	2016	2019	2023
895	954	1090	1560	2500

The number of students studying abroad under partnership agreements with overseas universities increased by 59 students from the previous year through several study abroad programs with newly started in FY 2014.

2. Increased the number of incoming international students

Results		Targets		
2013	2014	2016	2019	2023
913	920	1020	1200	1500

The number of incoming international students in FY 2014 slightly increased from the previous year. To achieve targets in the future, KGU has been developing new educational programs and multi-national residences, among other projects.

3. Established a new multi-national student residence

Along with the relocation of Seifuryo, KGU's female student dormitory, in FY 2014, the concept has also been modified: each accommodation unit is shared by a group of five students including more than 1 international student. The residents are expected to acquire a sense of assertiveness and cooperation through living together with people from diverse backgrounds.



〈 Seifuryo, a multi-national student residence 〉

4. Established a new overseas liaison office

In addition to Jilin and Toronto Liaison Offices, in FY 2014 KGU established the Suzhou Liaison Office in the Jiangsu Province, China. KGU also installed a new entrance examination site in Seoul to increase the number of degree-seeking international students.

5. Promoted multi-lingual communication

With the purpose of promoting dissemination of information in multiple languages, KGU launched a new Facebook page in English as well as newly-designed official websites in Chinese and Korean. The University brochure is published in Indonesian and Vietnamese.

University reform

1. Revision of the Mid-term Plan

The Mid-term Plan of KGU incorporates initiatives described in the Global Academic Port Project. Additionally, in setting objectives for the next term, KGU predicted the future macro-environment in collaboration with two private think tanks.

Moreover, to establish a comprehensive management system, KGU discussed a possible concept with a securities company introducing 20 cases in the United States. Outcomes of the discussions have been shared with the University's Chair of the Board of Trustees and President.

2. Developed IR data analysis system and the model of a dashboard

The base system for IR data analysis was developed. The system enables KGU to integrate information concerning students and graduates, as well as the results of a variety of surveys, for explorative data analysis. A model of a 'management information dashboard' that instantaneously shows a graphical presentation of the current status and historical trends of the 30 key indicators of the University's management was also developed.

Education reform

1. Admission Reform

KGU Admissions Committee has decided to innovate new admission methods in FY 2015 that link the University to Top Global High Schools and Top Science High Schools designated by MEXT.

2. Developed learning commons

Designated areas in Building H and the Central Auditorium at Nishinomiya Uegahara Campus were developed as learning commons in FY 2014 for promoting active group learning.

3. Innovate an academic adviser system

In FY 2014, KGU established a university-wide educational principle for supporting students with poor academic records. Based on this principle, an academic advisor system has been innovated, in which one-by-one faculty/staff and student sessions are held to improve academic performance.

■ University's own indicators and targets

1. The number of students earning credits from 'Away-ground' of the 'Dual Endeavour Program'

1,531 KGU students were awarded credits from 'Away ground' composed of International, Hands-on Learning and Multi-disciplinary Studies programs in FY 2014. The details are exhibited in the table.

The total number of students earning credits from each 'Away-ground' program in FY 2014		
International	Hands-on Learning	Multi-disciplinary Studies
848	820	46

2. Establishing the quality assurance system to meet international standards

As an observer, KGU has been participating in the Multi-State Collaborative launched by the Association of American Colleges and Universities and the State Higher Education Executive Officers Association with nine state university systems for developing cutting-edge methods of assessing learning outcomes. Inviting a researcher from Utah State University, KGU also held an international workshop and a symposium on quality assurance. In addition, for creating the portfolio, the faculty and staff implemented hearing surveys at approximately twenty universities. The base system for IR data analysis was also developed

3. Establishing a Comprehensive Management System through Governance Reform

See 'Featured Initiatives' in '1. Outline' and 'University Reform' section on the previous page.

■ Featured initiatives based on the characteristics of the university

1. To sole university-based panelists to participated in a ministerial discussion of UNV Partnership Forum

The first United Nations Volunteers (UNV) Partnership Forum was held in Germany organized by the UNV in collaboration with the German Federal Ministry for Economic Cooperation and Development (BMZ). KGU Vice President-International and a FY 2013 graduate from the School of Policy Studies who worked in Ukraine as a UN youth volunteer participated in a ministerial panel discussion of the Forum, as the sole university-based panelists. They discussed UN youth volunteers' roles in promoting world peace, with other participants including the Parliamentary State Secretary with BMZ, a female minister from the Togolese Republic, and the Secretary General of the Ministry of Youth, Employment and Vocational Training of Burkina Faso. During the forum, the UNV and KGU agreed to share the operating costs of the UNV Tokyo Office. This will further strengthen the ties between the two organizations that have continued for over a decade, and provide an increasingly stable and sustainable base for Japan's student volunteer dispatch program for UN youth volunteering.

2. Hosted a symposium with Princeton University

KGU hosted a symposium entitled 'How Co-Curricular Activities Help Universities Foster Global Leaders- Information Exchange with Princeton University' in Osaka, Japan. Princeton University in the United States is known for having produced a number of excellent global leaders, with a range of programs to support students' co-curricular activities. The concept of Princeton University is similar KGU: KGU, since its founding in 1889, has aimed to send global citizens who are both capable and caring through education encompassing students' total personality out into the world, and the 'Dual Endeavor Program' has also been designed following this principle. This symposium enabled KGU members and the audience to learn about Princeton University programs' initiatives; encouraging students to engage in both regular curriculum and co-curricular activities; types of benefits and educational values co-curricular programs have built.



< Symposium 'How Co-Curricular Activities Help Universities Foster Global Leaders- Information Exchange with Princeton University' >

3. Increased the number of KGU students completing the 'Cross-Cultural College (CCC)' Certificate Program

CCC is a Canada-Japan collaborative education project in collaboration with KGU and the three Canadian universities: Mount Allison University, Queen's University, and the University of Toronto. Students who earn more than 16 credits are issued certificates of completion by CCC (KGU students are also required to mark a TOEIC® score of at least 820). In FY 2014, 43 KGU students received the certificate, a fivefold increase from the previous year.

■ Free description

1. Agreed to establish two centers in collaboration with MOFA and UNGC-JN

In collaboration with the Ministry of Foreign Affairs (MOFA) and the United Nations Global Compact Japan Network (UNGC-JN), 'KGU Recruitment Center for International Organizations' and 'UNGC Support KGU Center' will be established in October 2015 for promoting the 'Establishing a Gateway to the United Nations and Other International Organizations' plan.

2. KGU President exercising leadership

KGU established the Headquarters for Promoting Globalization as the conning tower for implementing this 'Global Academic Port' plan in which the President of the University served as the Chair. The President reported the progress of the plan to Committee on Basic Curriculum Guidelines ten times: he also held explanatory meetings opened to and attended by all KGU faculty and staff members.

3. FY2015 Progress

■ Common indicators and targets

Internationalization

1. Students who study abroad at partner institutions increase by 103 from the year before

Results (no. of students)			Targets (no. of students)		
2013	2014	2015	2016	2019	2023
895	954	1057	1090	1560	2500

With the aims of increasing the number of study abroad destinations for students, and building mobility programs and coordinated degree programs specific to each discipline in the undergraduate and graduate schools, faculty and administrative staff were sent on liaison missions with partner and prospective partner institutions overseas. As a result, new programs have been integrated into the curriculum, and both the quality and quantity of student mobility have risen correspondingly. In addition, a new double-degree program has been set to commence in AY2016, between a UK university and the Graduate School of Language, Communication and Culture, marking an expansion of KGU's coordinated programs as well.

Expansion of more programs is well underway, and it is expected to grow at a steady pace beyond 2016.

2. Incoming student mobility

Incoming student mobility has risen from 913 in 2013, to 1052 in 2015. The goal of 1020 students for AY2016 has been reached a year ahead of schedule. Mixed accommodation targeted at short-term international students has also been completed and has been in use since the summer. In addition, the program aimed at incoming exchange students has now been restructured and renamed "Contemporary Japan Program", taking out the mandatory Japanese language course requirement, and is set to be offered from Fall Semester of 2016.



"International Student Residence VI" – primarily for short-term international students

3. Increasing foreign language output of information

KGU has always excelled in using social networking sites for its public relations. And now, using the know-how from the Japanese site, a new English version Facebook page has been created, to communicate more news in English and promote KGU on a global scale. Also, at the NAFSA Conference in Boston, as well as the Japan-Australia University Symposium in Sydney, KGU has given presentations promoting its Top Global University Project initiatives.

University reform

1. Development of the KPI Dashboard

Under the auspices of the President, joint research projects for "Comprehensive School Management" has been initiated, and a "KPI Dashboard" is being developed in cooperation with Nomura Securities, who has been doing ongoing research into the management of US Colleges and Universities.

2. Establishment of the General Planning Department

With the aims of achieving a comprehensive management structure under the leadership of the President and the Chair of the Board of Trustees, and to raise the quality of university management, the General Planning Department is set to be established in AY2016. Through this initiative, academic affairs planning will become even more deeply integrated with matters of finance, human resources, building and IT infrastructure. The university executive committee will be further linked with the planning at the various schools and organizations. All in all resulting in a more efficient and effective use of resources in this new framework.

Education reform

1. Development of the e-Portfolio

KGU has visited 15 leading institutions that utilize e-Portfolios. After assessing each model's strengths and weaknesses, KGU commenced development of its own model that aims to improve on student adoption. An idea has now been developed for the e-Portfolio that encompasses a student's entire university career including aspects of their studies, study-abroad experience, extra-curricular activities, and job-seeking activities. A developer has also been decided. A trial will begin in AY2017, after which functional improvements and additions will follow. It will become fully operational from AY2019. Going forward, KGU aims to create an internationally recognized quality assurance system, through examining leading overseas models, as well as through building an Institutional Research data analysis infrastructure system, and implementing measures to examine learning outcomes through student evaluations and graduate surveys.

2. Course numbering system introduced for all Schools

Course numbering for all 11 Schools completed during 2015, and the system is set to be in full use from AY2016 for the entire university. Courses introduced this system has increased to 3326 in 2015 which is approximately ten times larger than that of 2013.

3. University-wide implementation of the Academic Advisor System

From AY2015, an Academic Advisor System has been made available across the whole university. It was first introduced in 2014 as an across-the-board measure for student academic support, so that struggling students can have a chance to receive academic, enrollment and career advice and support from staff and faculty at every School, thus lifting both grades and motivation.

■ University's own indicators and targets

1. Students who gained credit in the Away-ground programs of the Dual Endeavor Program

In AY2015, a total of 1701 graduates completed the Dual Endeavor Program which encourages students to take part in "Home-ground" and "Away-ground" programs. Among the 1701 students, 903 earned credits in international programs, 908 in hands-on learning programs, and 63 in minor or multidisciplinary programs. Further, a new panel for the Dual Endeavor Program was established in May 2015 under the Academic Affairs Committee, and the appointment of a new member of faculty for hands-on learning has been decided for AY2016. Thanks to the establishment of the panel, information is now readily exchanged amongst the 11 Schools, easing the identification and development of subjects for Away-ground programs. With the appointment of new faculty for hands-on learning, development for these courses is also underway.

The total number of graduates earned credits from each 'Away-ground' program in AY2015

International	Hands-on Learning	Multi-disciplinary Studies
903	908	63

2. Laying the groundwork for the training of Japanese officers of international organizations

The KGU Recruitment Center for International Organizations and the KGU Center for UN Global Compact Support were established on October 24, 2015, at the 70th anniversary of the birth of the UN. These Centers cooperate with external organizations such as the Ministry of Foreign Affairs and the UN Global Compact Network Japan, to provide career support for students who want to become an international organization officer or a diplomat. The Centers began providing regular career guidance, personal and group career counseling, as well as mid-career coaching related to these jobs.

■ Initiatives for the enhancement of international reputation/ Featured initiatives based on the characteristics of the university

1. Hosting of a talk session to commemorate the 60th anniversary of Japan's United Nations membership

On February 23rd, 2016, KGU hosted the public talk session, "Quo Vadis United Nations?: The Role of Japan and the UN in the 21st Century" as part of the Ministry of Foreign Affairs' official events commemorating the 60th anniversary of Japan's UN membership. Leading the talks were former UN Under-Secretary-General and 2016 KGU Visiting Professor for the Top Global University Project, Dr. Yasushi Akashi; former UN Under-Secretary-General for Humanitarian Affairs and former Permanent Representative of Japan to the UN, Mr. Kenzo Oshima; and Vice-President of KGU, former Japanese Ambassador to the UN, Deputy Permanent Representative, and former Japanese Ambassador to Germany, Dr. Takahiro Shinyo. The speakers exchanged opinions on matters such as "What is the United Nations to Japan?", "Expectations and demands of Japan's diplomacy", as well as "The role of education in fostering globally competent people". Through the symposium, KGU was able to refine what the core competencies are that makes for a good diplomat or international organization officer – competencies that inform the curriculum policy for the graduate course in UN and Foreign Affairs slated to begin in AY2017. At the same time, Minister of Foreign Affairs Mr. Fumio Kishida, made a speech regarding UN diplomatic policies. This further strengthens KGU's ties with the Ministry of Foreign Affairs, which will be instrumental in the creation of future officers of international organizations for Japan.



From the left: Mr. Kenzo Oshima, Dr. Yasushi Akashi, and Vice-President Dr. Shinyo



Foreign Minister Mr. Kishida on Japan's UN Diplomacy: "Together with Developing Countries"

2. Promoting the linkage of secondary and higher education

Underpinned by KGU's mission of "fostering world citizens", KGU established the Center for Secondary and Higher Education Linkage in April 2015, with the hopes of enhancing the linkage and cooperation with secondary schools, and to attract students with high ambition. At the Center, the Section for High School-University Cooperation and Admissions Section were created, and teams of faculty, postgraduate and undergraduate students, as well as international students, have been sent to various high schools including Super Global High Schools (SGH), to offer academic support and enhance linkages of secondary and higher education. As for admissions reform, an open recruitment method for those graduating from SGH and Super Science High Schools, as well as a method of submitting approved English proficiency examinations across all Schools, commenced in 2015. Also, as part of the linkage initiatives, KGU hosted events such as SGH research meetings, UN Youth Volunteer workshops, Career Forum on "Working at International Organizations", and other events that were open to all high school students and teachers, and planned and publicized for all educational levels.



Official of the Republic of Malawi interacting with high school students in the 2015 Secondary and Higher Education Linkage program

■ Free description

1. Appointment of professionals who are experienced in diplomacy and have been at the forefront of the UN

KGU has appointed Dr. Yasushi Akashi, former Under-Secretary-General and the first ever Japanese staff to work at the UN, as the Top Global University Project's Visiting Professor, to begin from April 2016. In addition, former Deputy Executive Secretary of the UN Economic and Social Commission for Asia and the Pacific (ESCAP), Professor Shunichi Murata; as well as former UNICEF Representative to Kazakhstan, Professor Jun Kukita, both commenced their tenure from AY2015. Professor Takahiro Shinyo, KGU Vice-President and former Ambassador to Germany and Representative to the UN, has been made the head of the "UN and Diplomacy Task Force", as KGU realizes its vision of employing professionals who have been at the forefront of diplomacy and the UN.

2. Cooperation with JETRO

On December 1, 2015, KGU signed a comprehensive cooperation agreement with Japan External Trade Organization (JETRO). It is the third such agreement that JETRO has had with universities, and the first with a private university. Through the linkage with JETRO, who operates 73 overseas branches in 54 countries, KGU aims to widen its international networks and foster globally competitive human resources.



Dr. Yasushi Akashi, former Under-Secretary-General of the UN, to be appointed on April 1, 2016, as Visiting Professor of the Top Global University Project