

Overview of Basic Policy on University Management

I Position	<ul style="list-style-type: none"> ➤ 4-year policy for 2021-2024 ➤ Created with due consideration accreditation evaluation and contents of the governance code for private universities and colleges ➤ Use this policy as basis for the creating and integrated implementation of a medium-term plan and single-year operating plans
----------------------	---

II Principle / objective	Principle / objective 1	Founder Channing Moore Williams and our Founding Spirit	Principle / objective 5	Creating a campus that gathers diverse perspectives Qualitative shift from diversity to inclusion
	Principle / objective 2	PRO DEO ET PATRIA Reconfirming our educational philosophy	Principle / objective 6	The Rikkyo University Human Dignity Declaration and its meaning
	Principle / objective 3	About liberal arts How Rikkyo University defines liberal arts	Principle / objective 7	Governance reforms based on a balance of "total optimization" and "partial optimization".
	Principle / objective 4	A proactive new university model in a post-COVID-19 world	Principle / objective 8	All Rikkyo Approaching our 150th Anniversary

III Core Strategies	1. Expand RIKKYO Learning Style	<ul style="list-style-type: none"> -Advance initiatives towards completing the RIKKYO Learning Style to proactively promote Rikkyo's unique liberal arts education. -Evaluate and implement scheme for university-wide leadership education -Further incorporate RLS by expanding the Rikkyo Global Minor Program, increasing introductory education, and promoting social collaborative education and experiential learning, including Rikkyo Service Learning (RSL).
	2. New academic concepts	<ul style="list-style-type: none"> -Create a new college and graduate school concept to achieve the sustainable development of people capable of pioneering a new age. -On the Ikebukuro campus, we will create a new college for fostering the development of people able to contribute to evidence-based social reforms by providing a comprehensive education that combines both science and the humanities. At the Niiza campus, we will establish a new college for developing people able to contribute to the realization of a wellness-based society. -Continuously review curriculum to create a visual representation of the educational effect. -Expand on graduate school content for adult learners.

IV Education Development	1. Develop undergraduate education State of classes amid new norms	<ul style="list-style-type: none"> -As a new format for university education, we will broadly explore the possibilities of a mixed class structure that effectively combines in-person classes with online classes. Validate various types of course formats as well as evaluate and prepare the necessary systems (including infrastructure).
	2. Develop graduate education	<ul style="list-style-type: none"> -Fully ascertain the vectors for each graduate school and minor to further distinguish and invigorate each program. -Evaluate flexibility for degree programs, participate in fellowships for doctoral students, and evaluate framework for student support. -Total optimization to pursue qualitative graduate school enhancements that stimulate graduate school activities.
	3. Apply Global Liberal Arts Program (GLAP)	<ul style="list-style-type: none"> -Look back on past initiatives to identify matters for evaluation, including curriculum and career support. -Draft detailed plan to disseminate internally and externally as a single model for liberal arts education.
	4. Expand consistent and collaborative education	<ul style="list-style-type: none"> -Examine the principles of consistent and collaborative education and link to future developments. -Evaluate a framework for better promoting a consistent and collaborative education experience while engaging in meaningful deliberations with the Ikebukuro Junior and Senior High School, the Niiza Junior and Senior High School.
	5. Enhance collaborations between universities	<ul style="list-style-type: none"> -Confirm relationships with partner universities. Examine the types of educational and research resources we can mutually provide with collaboration partners and evaluate how to distribute those resources to our students, faculty, and staff.
	6. Expand and enhance academic support functions	<ul style="list-style-type: none"> -Evaluate budget measures and other support for the unique initiatives of each college related to FD/SD workshops, exchange courses, and new operating methods. -Gather opinions from a wide range of college and graduate school faculty and staff to evaluate a new model for our library based on changes in society and the needs of the current generation.
	7. Other initiatives	<ul style="list-style-type: none"> -Confirm results of and issues with established methods, while evaluating assessment methods for academic results. -The Rikkyo Second Stage College (RSSC) will engage in curriculum development and create a sustainable operating structure with the goal of developing recurrent education that responds to the demands and needs of our university communities and all of Japan. -Proceed with university-wide verification work towards the next accreditation evaluation in 2024.
V Simulate research activities	1. Qualitative improvements in overall academic and research activities	<ul style="list-style-type: none"> -Develop the environments required to support the creative research activities of individual researchers, establish core research domains, and engage in the school-wide commitment to academic study in flagship research domains and creative academic research. -Publicize and commercialize creative research results, aggressively support joint research with external research institutions and private companies.
	2. Enhance research support systems	<ul style="list-style-type: none"> -Support the creation of academic knowledge centered on the humanities and sociology, Rikkyo University's areas of strength. -Enhance support for the application processes for scientific research grants and other competitive funding. -Create a framework for supporting research activities by aggressively soliciting and supporting research themes, including academic research combining humanities, sociology, and natural sciences, research related to creative budding domains, and cross-domain research.
	3. Promote industry-academic-government collaborations	<ul style="list-style-type: none"> -Increase support for research based on industry-academic-government collaborations that contribute to the university. -Establish platform for providing infrastructure and technical support for broad-based social cooperation including external capital procurement through collaborations with corporations and industry-academic-government collaboration for funded research.

VI Student support	1. Direction of student support	<ul style="list-style-type: none"> -Support student independent learning and adopt support contents throughout the university. -Confirm that support is appropriately reaching students, create plans for building a well-balanced support structure. Enhance and expand existing support.
	2. Enhance scholarships	<ul style="list-style-type: none"> -Evaluate the direction of how we enhance our scholarship framework by confirming whether or not we have established the scholarships our students need to account for dramatic changes in economic and social conditions.
	3. Develop student support structure	<ul style="list-style-type: none"> -Create a "peer learning bank" as a framework for students to regularly support each other and promote a mutually creative and enriched campus life. -Learn from the neuro diversity approach to expand support for students with disabilities. -Evaluate model projects that can be applied universally across campus as a health promotion program.
	4. Enhance career support	<ul style="list-style-type: none"> -Increase Rikkyo's brand image as a university for careers. -Strengthen collaborations between colleges to provide career support suited to the characteristics of each college. -Enhance detailed support that matches the profiles of each student, including foreign students and graduate school students.
	5. Enhance support for extra-curricular activities	<ul style="list-style-type: none"> -Implement measures to further invigorate our sports activities in a way that is representative of Rikkyo University values. -Improve student athlete recruiting, our sports activities promotion fund, and the special visiting instructor system. -To stimulate extracurricular activities other than athletic clubs, identify issues related to activity support and evaluate support measures suitable for current times.
VII Social collaboration	1. Direction of social collaboration / social contributions	<ul style="list-style-type: none"> -Strongly recognize that social collaboration and social contributions are also roles to be fulfilled by the university. Proactively engage in initiatives and also widely disseminate information to promote further collaborations. -Engage in multi-faceted collaborations with various stakeholders, including local municipalities, national government, the United Nations, economic and industrial organizations, other universities and educational institutions, private organizations such as NGOs and NPOs. -Understanding that contributing to the global environment is one of the duties of a university, use RSL-based education to foster the development of students capable of making contributions to carbon neutral initiatives. Also promote collaborative research with corporations.
	2. Strengthen collaborations for SDGs	<ul style="list-style-type: none"> -We recognize the SDGs, which emphasize leaving no one behind, as highly relatable to the Rikkyo founding spirit. Establish an SDGs promotion structure, including creating a university-wide network, to promote the 17 goals outlined in the SDGs.
VIII Inter- nationalism	Internationalism programs	<ul style="list-style-type: none"> -Aggressively pioneer collaborative relationships with other schools to secure study abroad opportunities. In addition to establishing an international exchange dormitory, develop a framework for foreign students to study at Rikkyo University. Promote efforts to increase classes in English for all colleges and curriculum to address the new environment created in a post-COVID-19 world. -Plan and engage in initiatives to complete related projects by the final year of the TGU program in FY2023.
IX Admissions	Continuously review admissions system	<ul style="list-style-type: none"> -Through college entrance exams, acquire students who fit our Admissions Policy with consideration given to three elements related to academic ability ((1) Knowledge and skills, (2) Intellect, judgment, expressiveness, and (3) Independence and cooperativeness). -Promote collaborative education between high school and college for affiliate schools and partner schools and evaluate appropriate admissions systems.
X Public Relations	Enhance PR	<ul style="list-style-type: none"> -Aggressively engage in activities to disseminate our mission and vision to further enhance improve our brand image and recognition of Rikkyo University. -For entrance examination public relations, incorporate online recruitment events, aggressively conduct PR activities overseas, and improve efficacy measurement.

XI Develop University Management Platform	1. Enhance governance and risk management structure	<ul style="list-style-type: none"> -Apply the principles of the Governance Code for Private Universities and Colleges to clarify the roles of organizations involved in decision-making and create an operation structure. Strive for appropriate university management by developing education and research as well as by making social contributions in accordance with our founding spirit. Engage in information disclosure to towards through as well as will enhance the transparency of management by disclosing information. -Improve our ability to respond to organizational risks and incidents as a matter of increasing importance.
	2. Develop academic management and support structure	<ul style="list-style-type: none"> -Identify issues related to academic management and support systems due to changes in the amount and quality of work. Encourage the Rikkyo Educational Corporation to evaluate the state of administrative functions. -Collaborate with Rikkyo Educational Corporation to improve personnel and salary structures as well as work environments to provide a rewarding and motivating experience for all employees.
	3. Financial management	<ul style="list-style-type: none"> -Conduct strategic and systematic financial management to secure the investment capital required for new academic concepts. Specifically, (1) link business plans and budgets, (2) set targets for major financial ratios, (3) evaluate measures to increase subsidies and revenues from contracted operations, and increase non-tuition revenues through collaboration with profitable businesses. (4) Collaborate with the Rikkyo Educational Corporation to secure financial capital for strategic projects.
	4. Campus development	<ul style="list-style-type: none"> -For the Ikebukuro Campus, solidify a maintenance plan through 2030 based on the "Basic Campus Development Concept" for improving campus value and renovating / renewing existing buildings. -For the Niiza Campus, formulate an overall development plan based on uniqueness and characteristics of the campus. -Organize issues related to Niiza Campus sports facilities and the Fujimi General Ground and create a development plan.
	5. Promote information strategy	<ul style="list-style-type: none"> -From a university-wide and medium-term perspective, work to improve information infrastructure, transform into an information-based organization, and develop and operate a basic ICT environment that supports university management. -Draft the "Information Strategy 2.0" by the end of FY2021.
	6. Promote 150th anniversary program and contribute to fundraising activities	<ul style="list-style-type: none"> -Promote commemorative projects in collaboration with Rikkyo Educational Corporation and engage in fundraising activities to achieve the commemorative fund-raising target of 5 billion yen. In promoting university projects, gather the wisdom of ALL Rikkyo, including collaborations with colleges, graduate schools, and departments.