

KANDAI ViSiON 150

Kansai University since 1886



Envisioning the future, and embracing the challenges.

Authoring “Kandai Vision 150” provided us with a timely reminder of the need to keep visualizing the future. A previous document which we reexamined on this occasion, “KU Vision 2008-2017”, states that Kansai University's long-term vision needs to be constructed by:

- Outlining the ideal form KU must take in the future
- Reorienting KU's strategies and plans
- Designing tangible mid- to long-term goals with a realistic timeline

Keeping in line with these basic principles, we must now take it a step further and encourage each and every member of the Kandai community to contemplate what they can do for tomorrow, and actively discuss their aspirations with one another. As Kansai University is a private institution of higher education, we believe it pertinent to emphasize open communication among our members. “Kandai Vision 150” presents our ideal future centered on one theme and four sub-theme discussion points for all of our members to engage in:

- **Theme: How can Kansai University thrive and lead in an age of diversification?**

- **Sub-themes:**

Education: What kind of human resources can Kansai University foster to benefit our ever-changing society?

Research: What intellectual assets can Kansai University produce in an age when the true value of scholarship is being reconsidered?

Contribution to society: How can Kansai University contribute to society in a way that is befitting of its character and attributes?

Organizational operation: How can Kansai University become a more flexible and robust organization?

The ideal future for Kansai University presented in this document seeks to answer these questions. We are well aware that our findings cannot be regarded as definitive as predicting the future is virtually impossible. Nevertheless, continuing to explore and engage in meaningful dialogue to tackle the myriad challenges we face is the first step in keeping abreast of change, and identifying then realizing what constitutes our ideal future.

The questions posed here remain open. Exploring future possibilities and an ideal worthy of aspiring to will remain an ongoing concern for the Kandai community as we actively investigate ways to achieve our vision. With this in mind, we send this message to every member of the Kandai community with high expectations of your participation in this important process. You are all urged to take up the challenge.

Shinzaburo Nagata
Chairman
New Long-term Vision Committee

KANDAI Vision 150

Kansai University Since 1886

The framework for “Kandai Vision 150” addresses our future outlook in line with four specific themes.

It outlines KU's ideals, present-day missions, future prospects, and values that we seek to uphold.

To ensure its continued relevance, the content embraces our underpinning principles with an open mind to future environmental changes.

- Perceived direction shared by stakeholders
- Social message

Kandai Group's Philosophy
(Underpinning Principles)

Founding Concept

“In the Spirit of True Justice”

University Motto

“Gaku no Jitsuge”

(“Theory into Practice” = Harmony between academia and application; cultivation of an international mindset; foreign language learning, and physical education.)

Future vision with much understanding of the present-day context

Kansai University's 20-Year Future Vision

Overall Future Vision

“Kandai People” & “Kandai Group”

Education

Research

Social Contribution

Governance

2016

Present

2026

10 years

2036

20 years

The focus of Kansai University's activities in the first decade of our 20-year plan are outlined in “10-Year Policy Goals for our Respective Operations.” (p.6)

Data representing our vision of the future

10-Year Policy Goals for Respective Operations

- 1 Education (Undergraduate and Postgraduate)
- 2 Education (Annex Schools)
- 3 Research & Social Contribution
- 4 Internationalization
- 5 Student Admission
- 6 Student Support
- 7 Employment and Career Development
- 8 Organization Management

I Envisioning Kansai University's Future (20-years Hence)

Overall Future Vision of Kansai University

Theme

How can Kansai University thrive and lead in an age of diversification?

In twenty years from now, national borders will be less relevant thanks to advances in information and communication technologies, and the development of transportation networks. At the same time, globalization in some domains will be rivaled by localization in others as standardization and diversification progress in parallel.

Japan will undergo a convergence of people, resources, and information in metropolitan areas, with a degree of regional dispersion. Japanese society will be challenged by birth-rate decline and an aging population, and hence a severe labor shortage. The need to reinforce the country's international competitiveness and train globally functional human resources will be greater than ever before. It will also be necessary to nurture individuals capable of identifying and solving an array of problems in local regions to make meaningful contributions at the community level.

In other words, in two decades from now Japan is expected to be an increasingly diversified society demanding far more than a simple set of homogeneous values. Individuals will be required more than ever to independently forge their own paths in times of turbulent change.

Anticipating such a challenging future, the Kandai Group must continue to cultivate human resources capable of catalyzing reform in the pursuit of a peaceful, optimistic, and environmentally friendly society. As a prestigious provider of elementary through to higher education, we will aid in the betterment of society through nurturing resolute individuals equipped with the skills to explore new worlds while respecting different cultures and values. Imbued with the ability to think, act, and innovate, our graduates will tackle challenges flexibly and with a broadness of mind.

To this end, it is incumbent on us to refine our approaches to education, research, and social contribution by sustaining an environment conducive to the pursuit of various academic disciplines and different cultural experiences. We must also be an inclusive institution, respecting and responding to diversity in all aspects of our activities. That way we can transmit to future generations the aspirations of the Kansai University founders. In the early years of the Meiji era, it was they who helped build Japan's foundation as a modern law-abiding nation. Following the example that they set, it is up to us to show leadership with the same resourcefulness and sense of responsibility.

Sub-themes

Education

What kind of human resources can Kansai University foster to benefit our ever-changing society?

Research

What intellectual assets can Kansai University produce in an age when the true value of scholarship is being reconsidered?

Social Contribution

How can Kansai University contribute to society in a way that is befitting of its character and attributes?

Management

How can Kansai University become a more flexible and robust organization?

Our Vision for Education

Sub Theme

What kind of human resources can Kansai University foster to benefit our ever-changing society?

Knowing how to interact deferentially with other cultures will be even more of an imperative in twenty years. To prepare our students to function in this increasingly globalizing society of ours, Kansai University will emphasize nurturing our students' ability to think, act, and innovate on the international stage. Dreams are requisite to live a proactive life, but they can only be realized with resilience and determination. An open mind and consideration for others are vital ingredients for a prosperous and harmonious society. This means collaborating honestly and fairly, and discharging one's own duties with a solemn sense of responsibility.

We believe that education should be both broad in scope, and also offer a high level of specialization. Character development, the ability to think and act to overcome adversity, and the capacity to innovate are also crucial aspects of education. Kansai University will guide students to embrace and embody such virtues. Rather than limiting education to the transmission of knowledge, the Kansai Group vows to work more assiduously than ever to establish meaningful global and local educational programs. Students will be encouraged to engage positively in the learning process, and through being introduced to various values systems, they will come to appreciate the importance of cooperation. Furthermore, Kansai University students will be endowed with the skills and acumen to put theory into practice in accordance with our university's time-honored motto.

To fulfill these educational outcomes, it behooves faculty and administrative staff at Kansai University to reaffirm a shared sense of purpose, and work closely to pool our resources for ultimate effect. By drawing on our vast experience and specialist knowledge, Kansai University will construct a mechanism that enables students to become fully invested in our distinctive educational vision, not passively but actively.



Our Vision for Research

Sub Theme

What intellectual assets can Kansai University produce in an age when the true value of scholarship is being reconsidered?

As a trusted research institution with a distinguished track record in academia, Kansai University will continue pioneering cutting-edge research. As it has always done, Kansai University will nurture researchers par excellence who can be mobilized to make a significant social contribution against the backdrop of diversification and change.

The declining birthrate and other major societal changes have intensified competition among Japanese universities to attract students. Some universities are focusing on teaching practical skills and techniques to enhance student employability. Other universities are attaching more importance to academic education and research. Amid this polarization of educational objectives, Kansai University will endeavor to offer practical education that is supported by a wealth of quality research and academic achievement. In this way, Kansai University will be able to contribute to society with specialized human resources in line with our motto, "Gaku no Jitsuge" (Theory into Practice).

The augmentation of an environment conducive to world-class research is an ongoing priority. Kansai University must keep supporting innovation and interdisciplinary inquiry in many difference fields, at all levels. The Kansai region where our university is located boasts a long history that is

rich in culture and tradition. Given its deep connection with Osaka, another important mission for Kansai University is to record, preserve, analyze, and utilize local assets in its research. This way, Kansai University will not only aid regional vitalization and development, but can apply the fruits of our research to find solutions for various problems around the world.

Moreover, Kansai University must employ its attributes as a diverse institution for higher learning by utilizing our domestic and international networks to respond to local and global trends in a timely fashion. This will necessitate the bolstering of inter-university collaboration through agreements with partner universities around the world. With our extensive connections, we have a perfect opportunity, and indeed a responsibility to stimulate exchanges between researchers, engage in human resource development and joint projects, and create centers of intellectual creation that blaze a trail for the future.



Our Vision for Social Contribution

Theme

How can Kansai University contribute to society in a way that is befitting of its character and attributes?

At Kansai University, we must endeavor to promote the kinds of educational and research activities what will benefit the wider world. To facilitate KU's ongoing contributions to society, it is important to expedite a mutual flow of resources between our organization and a range of partners in different fields. KU's contributions must also provide value in diverse forms requiring an operational model that has meaning beyond Osaka and the Kansai area. Indeed, it must also be meaningful beyond national boundaries. The returns from our undertakings must inspire the exchange of new knowledge and experiences, and strengthen the prosperous relationship between Kansai University and local and international communities.

Kansai University was found in Osaka, and has maintained a long and flourishing relationship with the region. As a comprehensive educational group, Kansai University and its Annex Schools have provided educational opportunities across a wide range of age groups. We have also furnished our expertise and know-how in various fields to the local community through collaborating with industry and other research organizations. Following this path, we must strive to create new intellectual assets through enhancing joint inter-sector projects.

Being situated in Osaka provides an integral part of KU's identity. Steeped in history and culture, our ties and identity within the Kansai region are something that we can be proud of. It is our intention to keep reinforcing and deepening our ties to Osaka and the surrounding region with relevant input so that the community can rightfully be proud of Kansai University.

To feed this valuable relationship KU's education and research must always seek to be mutually beneficial. Furthermore, Kansai University must take the initiative in promoting our achievements on a global scale. This way, we can bring attention to our own community while also assisting other regions and organizations in overcoming the societal challenges that they are facing.



Our Vision for Management

Theme

How can Kansai University become a more flexible and robust organization?

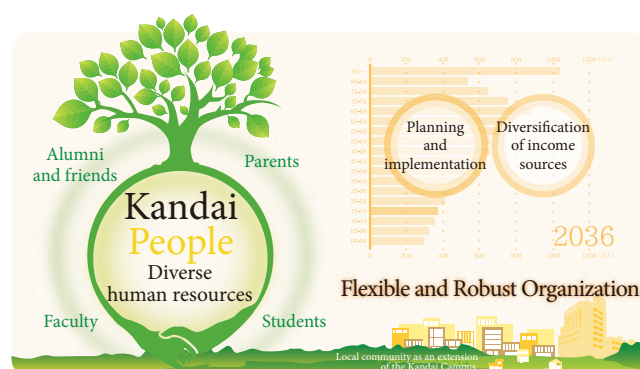
For its continued growth and prosperity, Kansai University will aim for a more organizational flexibility and the establishment of a robust financial base to support our endeavors. While improving existing projects, Kansai University must construct a system for planning and implementing new projects with more efficiency. We must also cultivate a management culture whereby members respect and recognize each other's contributions in moving forward. This means incorporating more diversity in our human resources in terms of age, gender, and nationality. We must also establish a system better able to manage priority issues with university-wide cohesion.

Tuition fees constitute a major part of KU's income. In view of the declining population of 18-year-olds in Japan, this poses a serious financial problem for the university. Diversifying our sources of income is of vital importance. Measures to ensure financial independence in our research projects with partners must be examined in earnest. Similarly, finding suitable ways for engaging in projects with external funding is crucial.

Senriyama Campus is where the majority of the Kandai Group's facilities are concentrated. It is a vast area nestled in a tranquil natural environment, but is also very accessible. To make maximum use of our







fortunate educational environment, we must investigate ways to transform it into a more community-oriented campus. In other words, we need to look at how to make our campus an integral part of the local community, with the local community serving as an extension of the campus.

In the coming decades, Kansai University can continue its advanced education, cutting-edge research, and making contributions to society only by cementing a rock-solid foundation for management and finances. Our organizational strength can be enhanced through efforts to build a tighter community that includes alumni and other stakeholders. We will strive to enhance our network ties among all Kandai people as it is their sense of belonging and satisfaction with output and achievements that will see Kansai University's future prospects reinforced.



Kansai University in AY 2036 in Numbers

Figures marked with * are for AY 2015.

Item			AY 1996	▶	AY 2015/2016	▶	AY 2036	Remarks
 Number of students	Undergraduate students		27,024	▶	28,568	▶	24,600	In anticipation of polarization of universities due to the predicted decline in the number of 18-year-olds, KU's student body is projected to be slightly less than it is now.
	Postgraduate students		1,035	▶	1,779	▶	5,000	Postgraduate education must be improved through enhancing international compatibility, increasing the number of adult learners, and adopting other measures to foster individuals with specialized skills.
	(Subtotal)		28,059	▶	30,347	▶	29,600	
	Students at Annex Schools		2,142	▶	4,823	▶	5,000	With predictions of a negative impact through the accelerated birthrate decline, Kansai University needs to bolster its brand power and maintain the overall scale of its Annex Schools. This can be achieved by highlighting the distinctiveness of our education, opening new boarding schools, locally accredited overseas schools, and schools for Japanese nationals overseas.
	(Total)		30,201	▶	35,170	▶	34,600	
 Number of undergraduate and postgraduate instructors	Full-time instructors (including specially appointed instructors in foreign languages and physical education)		583	▶	768	▶	980	We must improve the instructor-to-student ratio to boost the quality of education.
	Full-time instructor-to-student ratio		1:46	▶	1:37	▶	1:25	
 Internationalization	International students (including students on exchange programs, international researchers, and international students enrolled in special or short-term programs)		220	▶	1,127	▶	9,000	The number of international students needs to be significantly increased in order to diversify the student body and promote KU's internationalization.
	Kansai University students sent abroad		154	▶	979	▶	16,000	The number of students studying abroad before graduation or course completion needs to be increased.
	Percentage of courses taught in foreign languages	Undergraduate	—	▶	2.3%	▶	25%	
		Postgraduate	—	▶	1.7%	▶	50%	A high level of international compatibility among courses needs to be augmented.
 Research	Number of doctorates conferred (while recipients are enrolled as regular students)		5	▶	26	▶	120	The number of doctorates conferred needs to be increased.
	Research achievements (publication of books and papers, presentations at academic conferences, etc.)		—	▶	1,965	▶	4,000	It is necessary to qualitatively and quantitatively improve research activities.
 Research projects, collaborative projects with external partners	Income		Approx. 200 million yen	▶	* Approx. 800 million yen	▶	Approx. 5 billion yen	We must ensure the financial independence of KU's research and collaborative projects with external partners through the acquisition of funding.
	Expenses		Approx. 1.1 billion yen	▶	* Approx. 1.9 billion yen	▶	Approx. 5 billion yen	
 Reinforcement of financial foundations	Diversification of assets (donations, investments, etc.)		—	▶	—	▶	+1.95 billion yen	We will need to deal with a declining balance amounting to approximately 3.9 billion yen through the anticipated decrease in students and a projected increase in the number of instructors.
	Control of expenses		—	▶	—	▶	-1.95 billion yen	

【Understanding the numerical information】

The figures in the table are provided as complementary data to present aspects of KU's future image. Accordingly, the figures presented here should not be considered as definite numerical targets, but rather as indicators enabling members of the Kansai community to consider ways to continue developing amid future environmental changes.

II Policy goals for respective areas (10-years Hence)

II -1 Education (Undergraduate and Postgraduate)

Policy goal 1

Intensify education to nurture students' ability to think, act and innovate.

① Construct a mechanism that enables autonomous learning. ② Construct support systems for students and faculty. ③ Reinforce and utilize academic IR (Institutional Research) functions.

Policy goal 2

Promote greater student participation in educational reform to support proactive learning.

① Develop a mechanism for the inspection and evaluation of learning results by students. ② Promote student participation in learning support. ③ Train students as supporters of learning.

Policy goal 3

Improve the multiple-campus learning environment.

① Develop a ubiquitous Kandai-style learning environment. ② Improve learning spaces and facilities. ③ Expand educational and learning content.

Policy goal 4

Promote improvement in postgraduate educational curricula for future leaders.

① Improve education and research abilities. ② Train highly specialized professionals. ③ Continue improving educational content of our professional graduate schools.

Policy goal 5

Spread universal design in university education.

① Nurture a learning-friendly environment. ② Improve student counseling and support systems. ③ Promote accessibility.

II -2 Education (Annex Schools)

Policy goal 1

Promote educational reform to realize our distinctive style of education.

① Promote a distinctive style of educational content. ② Develop more opportunities for active learning. ③ Develop the practical abilities of students. ④ Promote educational reform by acquiring external funds.

Policy goal 2

Reinforce ties.

① Design distinctive integrated educational programs. ② Reinforce ties among students. ③ Reinforce ties among teachers and students.

Policy goal 3

Improve and expand international education.

① Create an environment for immersion programs. ② Expand exchange programs with overseas partner schools. ③ Train Annex School teachers to possess excellent cross-cultural sensibilities.

Policy goal 4

Establish information dissemination systems.

① Build strategic information dissemination systems. ② Disseminate information through regional collaboration.

II -3 Research and Social Contribution

Policy goal 1

Improve and expand the governance system to increase connectivity between education and research.

- ① Promote the convergence and sophistication of research institutions' research capabilities.
- ② Promote selection, convergence and prioritization. ③ Construct a comprehensive research governance system.
- ④ Realize more advanced connectivity among education, research and contributions to society.

Policy goal 2

Train the next generation of leading researchers and entrepreneurs.

- ① Enhance support for doctoral students. ② Ensure multiple branching and diversification of career paths for specialized human resources. ③ Provide education in entrepreneurship.

Policy goal 3

Promote projects that contribute to finding solutions for regional issues.

- ① Continue developing regional research centers and conduct activities. ② Cooperate with local governments on regional issues and contribute to education and research. ③ Pursue human resource development through projects that contribute to society.

Policy goal 4

Embrace the high school-university alliance project and linkage policy.

- ① Continue to improve the high school-university alliance project. ② Continue to improve school internships.
- ③ Engage the high school-university alliance project as a regional alliance project.

II -4 Internationalization

Policy goal 1

Construct an “intercultural immersion” campus.

- ① Reform foreign-language (English) education. ② Create an intercultural immersion space.

Policy goal 2

Train students for future global activities.

- ① Promote immersion-type overseas study and training programs. ② Increase the number of overseas partner universities and enter inter-departmental agreements with them. ③ Produce 18-year integrated global human resource development programs in cooperation with the Annex Schools.

Policy goal 3

Promote exchange programs via overseas offices and centers.

- ① Establish and develop KU Overseas Programs. ② Improve overseas satellite schools as overseas educational centers.

Policy goal 4

Realize open and border-free student offerings.

- ① Inaugurate and operate postgraduate-level international courses. ② Increase the number of foreign-language (English-medium) courses and study tracks. ③ Inaugurate and operate foreign-language (English-medium) degree programs.

Policy goal 5

Promote innovation to realize internationalization.

- ① Improve faculties' English-medium instruction skills and techniques. ② Improve the human resource base to ensure international compatibility. ③ Pursue organizational reform to promote internationalization.

II -5 Student Admission

Policy goal 1

Devise measures to attract students from diverse backgrounds.

- ① Attract international students from divergent cultures.
- ② Attract adult learners with work experience.
- ③ Attract more students from outside the Kansai region.

Policy goal 2

Attract students in response to globalization.

- ① Develop an entrance examination system to attract students able to contribute to globalization.
- ② Launch calls for admission applications to attract students from outside Japan.
- ③ Develop organizational and institutional mechanisms to attract students experienced with globalization.

Policy goal 3

Establish an entrance-examination system in response to high school-university articulation reforms.

- ① Adoption of a standardized scholastic evaluation test for university-admission candidates.
- ② Review the systems of Annex Schools and partner schools from which students may be admitted to KU on recommendation.
- ③ Study organizational arrangements in preparation for high school-university articulation and alliance.

Policy goal 4

Reinforce systems for verifying applicant selection.

- ① Verify and improve applicant selection.
- ② Apply findings from analysis and verification to educational practices.

Policy goal 5

Conduct PR promoting measures pertinent to applicant selection.

- ① Conduct PR to attract students from diverse backgrounds.
- ② Disseminate information to reinforce alliances and linkages with high schools.
- ③ Reinforce information dissemination addressed to overseas parties.

II -6 Student support

Policy goal 1

Foster students' character building and form ties of trust with local communities through extra-curricular activities.

- ① Promote the Kaisers brand.
- ② Make volunteerism an integral part of KU's new public image.
- ③ Improve the environment for extracurricular activities.
- ④ Promote internationalization.

Policy goal 2

Improve support measures that guarantee safety and security in campus life.

- ① Improve extracurricular educational programs.
- ② Transform student dormitories from mere inexpensive room and board to educational residences with assured safety, security and comfort.
- ③ Improve support for enhancing students' health.

Policy goal 3

Implementation of scholarship-granting projects.

- ① Operate a scholarship-granting system in a consistent manner, involving alumni.
- ② Reinforce the alumnus network via the Reed Club.
- ③ Promote a culture of charity.

II -7 Employment and career development

Policy goal 1

Establish a systematic career education system.

- ① Establish a career education support center to develop a well-structured career education.
- ② Promote global human resource development through career education.
- ③ Construct a well-structured career education system commensurate with Kansai University as a comprehensive educational institution.

Policy goal 2

Establish a strategic support system for students' employment search.

- ① Construct a strategic employment-search support system.
- ② Construct a human resource bank involving alumni and others for effective employment search support.
- ③ Construct an employment search support system for international students and graduate students.

II -8 Organizational operation

Policy goal 1

Construct a flexible organizational foundation that attracts diverse human resources and opens up new possibilities.

- ① Construct an organization that enables diverse individuals to fully demonstrate their abilities.
- ② Construct a mechanism that enables Kansai University to fully demonstrate its education and research abilities.
- ③ Construct a mechanism that enables all administrative and academic faculty members to fully demonstrate their abilities amid a collaborative atmosphere.

Policy goal 2

Reconcile dialogue with diverse stakeholders with rapid decision making.

- ① Upgrade project planning and verification functions.
- ② Improve and optimize decision making processes.
- ③ Improve and optimize governance systems.

Policy goal 3

Improve and expand the Kandai network of persons founded on alumnus networks.

- ① Form a tightly knit community.
- ② Build favorable relations with stakeholders.
- ③ Optimize Kandai branding.

Policy goal 4

Reinforce the financial foundation and restructure the budgeting system.

- ① Secure funds from diverse sources to support new education and research activities.
- ② Execute effective budgeting to realize the long-term vision.
- ③ Reconstruct the budgeting system.

Policy goal 5

Conduct sustainable installment, maintenance and enhancement of equipment and facilities while keeping in mind campus characteristics.

- ① Adopt a university-wide grand design that includes future campus renovation and development.
- ② Realize green and environmentally responsible campuses with assured safety and security.
- ③ Realize lively campuses that are open to the local communities and the rest of the world.
- ④ Install and enhance the information infrastructure.



Kandai Vision 150

Published by Kansai University

3-3-35 Yamate-cho, Suita-shi, Osaka 564-8680

On November 4, 2016