The 8th Meeting of the Rikkyo University Advisory Committee Minutes

Date: Monday, March 4, 2019, 16:00 to 18:30
Place: Tachikawa Memorial Hall 2F Conference Room

Attendees:
<Advisory Committee> (In order of the Japanese syllabary)
  Sergio Inclán (Minister, Ministry of Economy of Mexico in Japan)
  Kazunari Uchida (Professor, Graduate School of Business and Finance, Waseda University; former Chairman - Japan, Boston Consulting Group)
  Miho Terada (Senior Manager, Creation Department, DX Branding Division, Konica Minolta Inc.)
  Junji Narita (Chairman of the Board of Directors, Hakuhodo DY Holdings Inc.; President, the Japan Advertising Agencies Association)
  Miki Haruyama (General Manager, Japan Fleet Business Division, Nissan Motor Co., Ltd.)
  Hitoshi Fujisaki (Managing Director, Nippon Hotel Co., Ltd.; General Manager, The Tokyo Station Hotel)
  Masaki Yoshida (Chairman, Watanabe Entertainment Co., Ltd.)

<Rikkyo University>
  Yangchoon Kwak (President), Takehiko Ikegami (Senior Vice President), Hideko Oyama (Vice President), Masamichi Nozawa (Vice President), Nobuko Ikeda (Vice President), Tetsuya Matsuo (Vice President), Kimiyoshi Toyama (Dean, President's Office), Takeshi Ikeda (Deputy Director, President's Office), Kazuhiko Toida (Executive Board Member, School Administrator)

<Secretariat>
  Yasushi Sugaya (General Manager, President's Office), Yuko Endo (Deputy Director, President's Office), Kaori Nagano (Deputy Director, President's Office) Masaru Nishizaki (Deputy Director, President's Office), Tomohiro Takayama (Manager, Educational Reform Section), Keiko Goda (Manager, Secretarial Section)

1. Introduction of The Basic Concept for Comprehensive Development (2018-2024)

Senior Vice President Ikegami introduced the VISION, the GOAL, the 4 core strategies, and the 13 fundamental strategies developed in November 2018 for the 150th year

anniversary of the university's foundation, as well as examples of efforts, in accordance with the handout "The Basic Concept for Comprehensive Development 2018-2024." The outline is as follows.

(1)　VISION (Medium and Long Term Goals)

[Rikkyo Vision 2024 - Lead the way -] The university distinguished in Asia that makes use of its uniqueness

Based on Rikkyo University's founding principles of seeking universal and divine truth and working for the world, society, and neighbors, the university will adapt those principles to suit the needs of the early 21st century and aim to become a university that will be recognized in Japan, shine in Asia, and receive world attention.

(2)　GOAL (Targets for 2024)

Expand strengths, enhance attractiveness, and become the university of choice: Enhance competitiveness and grow rapidly in Asia

We will advance internationalization unique to Rikkyo while promoting the Rikkyo Global 24 (Rikkyo University Top Global University project), which is the core of TGU (Top Global University project). We will invite many international students to Rikkyo, in addition to sending students overseas, and promote international exchange through education and research activities. Through partnerships with globalizing companies, Rikkyo University will also develop together, engaged in global economic development.

(3)　Setting KGIs (Key Goal Indicators) and KPIs (Key Performance Indicators)

KGIs (Key Goal Indicators)

Regarding issues for universities such as education capabilities, research capabilities, internationalization, brand power, management capabilities, and competitiveness (compared with other universities), while it is important for Rikkyo University to stick to its own uniqueness, we think it is also important to confirm the standing of Rikkyo University in comparison with other universities. Therefore, we will set and implement goals for these issues.

KPIs (Key Performance Indicators)

In order for the university to develop by setting specific numerical targets for the ST ratio (student-teacher ratio), the number of applicants and their ratio to the quota, TGU-related indices, employment performance, the facility area, and the financial

ratio, we will use the dashboard for management and operations.

(4)　　Core Strategies (What to Do in Practice)

1. Restructuring of new colleges, graduate schools, and undergraduate departments that lead society

  [1] Giving shape to the Graduate School of Artificial Intelligence and Science and the College of Sport and Wellness

  [2] Restructuring by utilizing the resources of colleges and graduate schools to meet the needs of society

  [3] Realization of the future vision of colleges and graduate schools for better quality of advanced and distinctive research and education

  [4] Establishment of information strategy to organize and utilize information accumulated inside and outside the university

2. Rikkyo Global Strategy 2.0: Realization of the world class

  [1] Strengthening the support system to increase international students: Support for both acceptance and sending of students

  [2] Increase of courses taught in foreign languages for world-class internationalization

  [3] Evolution of the linkage program

  [4] International advancement of education through the development of GLAP

3. Formation of outstanding research capabilities: Implementation of strategic and organizational efforts

  [1] Establishment of the university-wide research environment, research support system, and research management

  [2] Promotion of industry-university-government partnerships, social engagement, and interdisciplinary research

4. Advanced university management: New strategy for the next era

  [1] New personnel system and organizational policy appropriate to the era

  [2] Development of vigorous education and strengthening of the financial base

  [3] Strengthening of public relations capabilities through fundamental revision of public relations strategies and systems

  [4] Establishment of information systems and organizational reform to support new information strategies

[5] Establishment of the Rikkyo Cross Functional Team (RCFT)

(5)　Fundamental Strategy (Introduction)

1. Basic concept and planning for campus-making

2. Revitalization of the Niiza Campus

3. Promotion of revitalization of the athletic association

4. Promotion of the 150th year anniversary celebration activities and the anniversary fundraising activities

(6) [Example of Efforts] Graduate School of Artificial Intelligence and Science (To be open in April 2020)

This graduate school will work on joint research and human resource development in the form of social implementation in cooperation with various companies for the following objectives.

1. Use artificial intelligence and big data analysis technologies to create new knowledge

2. Develop human resources for a society with profound knowledge of artificial intelligence and data science

3. Actively contribute to realization of a super-smart society

The features are as follows.

1. Serious study of machine learning and deep learning

2. Innovative research and human resource development by combining social sciences and AI

3. Enhancement of social implementation programs through industry-university partnerships

4. Study environments that are open day and night and where adults can also learn more easily

(7) [Example of Efforts] Rikkyo Hakone Ekiden 2024 Project

Toward the 100th Hakone Ekiden race, to be held in 2024, which is our 150th anniversary year, we aim to return to the final round of the race and develop world-class runners. We engaged Mr. Yuichiro Ueno as the Ekiden coach in December 2018. We will also build a dormitory for athletes in the 2019 academic year. We expect that 1st year students who enroll in the university in 2020 will run at the Ekiden when they are in their 4th year.

2. Opinions from Committee's Members

- Regarding the Graduate School of Artificial Intelligence and Science, every industry is running out of big-data-savvy talent. As it takes time to develop such talent, this graduate school is a very ambitious effort.

- Why will the university be "distinguished in Asia," instead of the world? For easier understanding, it would be better to once set the final and ideal vision for Rikkyo University and then indicate "distinguished in Asia" as an interim goal. The current vision is lacking something.

- In order to become the leading super global university in Japan, we need more speed. Rather than reaching a consensus within the university, we must use strong leadership to make decisions and use the PDCA cycle to test hypotheses.

- One selling point of Rikkyo University is the field of tourism, but when viewed from the outside, it seems to be too academic and less related to the business world. It would be better to strengthen industry-university partnerships.

- In order to enhance the sense of solidarity with alumni, it is necessary to improve the organization of the alumni association. It may be advisable to use social networking services to create a system that enables sharing of the latest information on the university in real time without having to visit the university.

- Ikebukuro is a town of art and culture. It is closely linked with the future of Rikkyo University. Technology can only be useful for people by finally being integrated into art and culture. The strength of Rikkyo University's liberal arts is bound to lead Japan in the right direction. We need to think about how we should communicate this to society. Sometimes we need to be bold. It is also necessary to make use of the communication power of the 20,000 students, who are our most important stakeholders.

- We need to consider the positioning of Rikkyo University more. Rikkyo University has foresight in the fields of tourism and hospitality, and has a track record of creating a Japanese market. So, I think there would be an idea of sending human resources to the world through its unique path.

- I feel that the university is using haphazard public relations and inconsistent communication. As the vision that is created this time will be implemented in the future, I think it would be a good idea to carry out focused and integrated public relations activities in line with this vision.

- The current competency and USP (unique selling proposition) of Rikkyo University do not seem to be the same as those Rikkyo originally had. If we start from there, we cannot outperform other universities. We should think of a strategy after analyzing the

university's original strengths more. In addition, I believe that most examinees and their parents want universities whose alumni shine. In this sense, it is better to deepen partnerships with alumni.

- Neither the Graduate School of Artificial Intelligence and Science nor the College of Sport and Wellness need to be too academic. It might be better to consider engaging business people who can provide knowledge that is useful after joining a company.

- We should think about what we want to be in 2040 and 2050, not just in 2024. For example, how will Rikkyo respond to the goals of the SDGs? I think this will lead directly to USP.

- Regarding public relations activities, I have the impression that the university is sending out information relatively adequately, as it has held discussions with big name alumni and published various articles, including ones about the Graduate School of Artificial Intelligence and Science.

- Differentiation from other universities will eventually result in homogenization somewhere, so a path of uniqueness may lead to prosperity and brand enhancement in the medium to long term.

3. Conclusion by the President

President Kwak concluded and closed the meeting by saying "I now understand what Rikkyo University looks like from the perspective of society and what direction it should pursue. I realized that we have to work more quickly. Toward the 150th year anniversary of its founding, we must develop strategy (action plans) in the academic year of 2019 for Rikkyo University to survive as a university that realizes its responsibilities and mission as the first university founded based on Christianity, plays a part in the economy and society in the 21st century in Japan and around the world, and can contribute to society while producing many human resources."

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