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1. Description of Current Conditions

(1) Are administration policies clearly stipulated with an eye on realizing the university's mission and purpose?

At APU, the President is the top-most executive, and the necessary matters concerning university administration are deliberated by the Committees for each Division. Items pertaining to academic affairs are primarily discussed by the Division of the Academic Affairs, the Faculty Council and the Graduate School Faculty Council. Based on these deliberations, these items are then deliberated and decided by the University Senate.

Only action plans, budgets, regulations and other necessary matters are sent to Trust bodies (i.e., Executive Board of Trustees, Board of Trustees, Trust Council) for deliberations and resolutions that include Trust-level managerial decisions.

1) Formulation of administration policies and notifying members of the university thereof

Under the leadership of the President, APU employs a streamlined governance structure in which important decision-making processes are concentrated in the University Senate Meeting. In addition, various committees and working groups are established under the University Senate Meeting, and the execution of routine duties is facilitated by delegating authority over some items to these committees. Meanwhile, the Faculty Council delegate's authority over some items to expert committees in order to refine the discussion items it handles as much as possible, thereby allowing faculty to concentrate on the core duties of teaching and research.

In line with this administration policy, the items for discussion by the following bodies are stipulated in the University Regulations and other regulations.

- (1) University Senate Meeting (Ref. 9(1)-1, Article 6)
- (2) Student Affairs Committee (Ref. 9(1)-2, Article 5)
- (3) Career and Job Placement Committee (Ref. 9(1)-3, Article 5)
- (4) Admissions Committee (Ref. 9(1)-4, Article 5)
- (5) Faculty Council (Ref. 9(1)-5, Article 2)
- (6) Graduate School Faculty Council (Ref. 9(1)-6, Article 2)

2) Participation of all members of the university in vision development

Our decision-making process is relatively simple with centralized authority, but we place emphasis on the participation of as many faculty and staff as possible in the development

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of the university's vision. For example, we urged a large number of APU faculty and staff to participate in the planning of a future outlook when we formulated the APU2020 Vision in AY2010, and we took measures to incorporate the opinions of students and alumni as well (Ref. 9(1)-7). Furthermore, any faculty or staff member can attend the APU Reviews, which are meetings held once or twice a year to discuss mid- to long-term issues, as observers.

(2) Is administration conducted in accordance with documented regulations?

The administration of the entire Trust is conducted in accordance with the Act of Endowment, which is based on the Private School Act, the Ritsumeikan Trust Act of Endowment Bylaws, and the Ritsumeikan Trust Code (hereinafter, "Trust Code") (Ref. 9(1)-8; Ref. 9(1)-9). Academic affairs are managed in accordance with the University Regulations, which are based on the School Education Act and related laws. The Act of Endowment stipulates matters including the composition of and selection methods for executives and the membership of and processing for the Board of Trustees and the University Senate Meeting. Meanwhile, the Ritsumeikan Asia Pacific University University Regulations stipulate matters including the decision-making rules for items pertaining to academic affairs and the proceedings for official meetings such as the Faculty Council. Together, these regulations are the foundation upon which the Academy is administered (Ref. 9(1)-1).

The responsibilities and authority of the President, College Deans and Graduate School Deans are as set forth in the respective regulations. In accordance with the Ritsumeikan Trust Act of Endowment, the President of APU is appointed by the Chancellor of the Ritsumeikan Trust and also serves concurrently as the Vice Chancellor of the Ritsumeikan Trust (Ref. 9(1)-10, Article 6, Paragraph 4; Article 7, Paragraph 1, Item 3, Sub-Item (b)). According to the University Regulations, the President is the representative of the university and oversees all matters concerning education and research (Ref. 9(1)-1, Article 4-2).

The Deans of the Colleges and Graduate Schools at APU are appointed by the President in accordance with stipulations in the University Regulations, the Ritsumeikan Asia Pacific University Faculty Council Regulations and the Ritsumeikan Asia Pacific University Graduate School Faculty Council Regulations (Ref 9(1)-5, Article 5, Paragraph 1; Ref. 9(1)-6, Article 5, Paragraph 1). As stipulated in the Ritsumeikan Asia Pacific University Faculty Council Regulations, the Deans of the Colleges carry out the resolutions of the Faculty Council and oversee the Colleges (Ref 9(1)-5, Article 5). Meanwhile, the Act of Endowment stipulates that the Deans of the Colleges shall serve as Trustees of the Ritsumeikan Trust (Ref. 9(1)-8, Article 7, Paragraph 1, Item (3), Sub-item (d)). College Deans, who also serve as Trustees, are responsible for discussing College or Graduate School and Trust-wide policies and executing the day-to-day management of their Colleges. They also support the Board of Trustees, which is the highest decision-making body of the Trust, and with

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academic affairs as their top priority, they serve to assure the fairness and rational operation of their Colleges. The Dean-Trustee System plays the role of incorporating the intent of the Colleges into Trust-wide policies, and the Deans, as Trustees, are responsible for ensuring that the Board of Trustees' Trust-wide management policies that affect the faculty in their respective Colleges are thoroughly enforced. With Deans who assume these two roles and two sets of responsibilities, we are able to more accurately send Trust-wide management policies to the Faculty Councils for deliberation and incorporate the opinions of those Faculty Councils into Academy-wide measures.

As stipulated in the Ritsumeikan Asia Pacific University Graduate School Faculty Council Regulations, the Deans of Graduate Schools carry out the resolutions of the Graduate School Faculty Council and oversee the Graduate Schools (Ref 9(1)-6, Article 5).

(3) Are the administrative organizations that have been established to assist in the performance of university duties functioning adequately?

To realize our mission and purpose and the basic ideals of Freedom, Peace and Humanity, International Mutual Understanding and the Future Shape of the Asia Pacific, we welcome students and faculty from a diverse array of countries and regions. Non-Japanese staff and Japanese staff who can speak English are assigned to every office, which enables us to effectively execute a wide range of duties, including teaching and research, student support, student recruitment and official meetings, in both Japanese and English.

1) Administrative framework

At the core, the administrative organization of APU is like that at any other school or university, but some elements, such as general affairs, financial affairs and facilities management, are administered by the Ritsumeikan Trust, as are the systems that APU shares with Ritsumeikan University. This system places priority on education and research and contributes to organizational streamlining by avoiding the duplication of duties at the Trust and university levels.

Under the umbrella of University Administration and Student Services, there are eight offices at APU: Student Office, Career Office, Academic Office, Research Office, Admissions Office-International, Admissions Office-Domestic, Administration Office and the Office of the President.

Staff are categorized into permanent staff, designated staff, contract staff (specialist and administrative), and administrative assistants (part-time staff). As was mentioned earlier, providing support in both Japanese and English is essential for us to achieve our mission and purpose. Under this framework, we currently employ 28 non-Japanese staff members. In addition, approximately 35.8% of our Japanese staff have TOEIC scores above 800.

The administrative frameworks for each office as of May 1, 2014 are as follows. The ratio of students to permanent staff is 66.03 (5,745 ÷ 87), and this falls to 28.16 (5,745 ÷ 204)

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when designated and contract staff are included in the equation.

Office	Director-General	Deputy Director	Permanent staff	Designated staff	Contract staff	Total
University Administration and Student Services	1	3			7	11
Student Office			10	1	15	26
Career Office			6		9	15
Academic Office			27	4	32	63
Research Office			5		10	15
Admissions Office-International			11	3	10	24
Admissions Office-Domestic			9		6	15
Administration Office			6		9	15
Office of the President			9	1	10	20
Total	1	3	83	9	108	204

2) Structural improvements and operational reforms

As a university that recruits students from around the globe, APU must undertake continuous improvement and strive to streamline its operations in light of intensifying global competition.

We used to hire fixed-term specialist contract staff to provide bilingual support in the offices, but given the increasingly advanced nature of the duties and the difficulty in securing human resources in Oita Prefecture, we established the designated staff member system in AY2010. This has allowed us to secure staff without fixed terms who can provide bilingual support and handle advanced duties (Ref. 9(1)-11).

Furthermore, since conducting a full review of the duties undertaken by University Administration and Student Services in AY2011, we have striven to standardize, formally specify and concentrate back office duties and promote the outsourcing thereof.

In addition to the already outsourced tasks of campus cleaning, campus management, library administration and IT systems administration etc., we increased the scope of outsourcing to include routine duties that can be standardized (i.e., some academic, admissions and accounting tasks). By expanding the scope of the duties we outsource, we aim to cut overall costs, visualize and rationalize administrative processes and promote long-term stability as we create a system in which our staff can concentrate on more

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advanced tasks.

(4) Are there measures in place to improve staff motivation and qualifications?

Our staff, as members of a Japanese institute of higher education, are not only expected to possess the knowledge and skills required to execute their duties, they must be able to collect and analyze information pertaining to tertiary education trends around the globe as well as to cutting-edge educational content and teaching methods and methods of university administration. Staff are also expected to take a proactive stance toward reform and improvement, both at the university and individual project levels, by proposing policies in collaboration with executives and faculty.

Therefore, we have established a staff evaluation system to encourage staff to face new challenges without shying away from change and to raise their awareness of the need to improve, advance and streamline operations. In terms of staff development, we actively send staff to participate in international conferences and visit foreign universities so they may become internationally viable.

1) Setting and evaluating administrative objectives

We launched a trial version of the staff evaluation system in upon our inception in 2000, and we have reflected the results of those examinations in staff benefits since AY2004. In AY2006, our staff system was integrated into a single Ritsumeikan Trust staff system, but we continue to employ our own staff evaluation system.

With regard to evaluating staff performance based on goal management, the Assistant Manager and staff members in each office set work goals and formulate specific measures and policies at the beginning of each academic year based on office work plans and objectives. Staff are interviewed by the Managers of their respective offices about their goals. Mid-term interviews are held in September to assess progress and discuss the way to proceed for the second half of the year. Final interviews are held at the end of the academic year, after which the Manager, Deputy Director and Director-General conduct a final evaluation and give feedback to each staff member. Staff deemed as outstanding as a result of this evaluation are rewarded with benefits including first preference for participation in training sessions held in Japan or overseas.

2) Staff development (SD) initiatives

APU'S SD initiatives can be classified into three types: i) external SD training, ii) Ritsumeikan Trust-wide training, and iii) proprietary APU training. The following is an overview of initiatives implemented in AY2013.

Regarding external SD training, four staff members were sent to attend a training session sponsored by the Japan Association of Private Universities and Colleges and five staff

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members were sent to International Christian University to attend the University Globalization Training Session for Faculty and Staff held jointly by five international universities including APU. We also sent one staff member on a British Council Inward Mission to the United Kingdom.

Regarding Ritsumeikan Trust-wide training, one staff member spent one year on a university administrators training course, one staff member spent two years obtaining a master's degree from the University of Minnesota as part of a domestic/international management training initiative, and one staff member who recorded the highest marks on the university administrators training course was sent to the United States for one year. We also hold annual training sessions for new staff, second-year staff, third-year staff and managers.

Meanwhile, proprietary APU training plays an extremely important role in enhancing our international compatibility and enabling us to maintain our bilingual administration system. Throughout the 2013 academic year, 12 staff members participated in English conversation training, 13 staff members participated in interpreting training and three staff members were sent overseas on the INU Staff Shadowing Program.

We also invited a guest lecturer to run a workshop on LGBT issues for faculty and staff, held a lecture comparing research support in Japan and the United States, held an intercultural understanding training session and conducted a practical workshop for personnel affairs supervisors of the Global 5 Universities.

2. Assessment

(1) Items that are Showing Results

1) Support for dual language education and other systems

By assigning non-Japanese staff and Japanese staff who can speak English to every office, we have been able to effectively provide dual language education and operate a bilingual university administration system.

2) Staff development

Our efforts to implement the necessary training for staff development as an international university are commendable.

(2) Areas for Improvement

Nothing in particular

3. Strategic Direction for the Future

(1) Items that are Showing Results

1) Support for dual language education and other systems

We formulate a mid-term administrative systems development policy to respond to intensifying international competition and cope with an environment that is becoming increasingly more diverse and complicated. We also aim to improve the functionality of the entire administrative system by clarifying the roles and expectations for each job type and by encouraging the standardization, formal specification, concentration and outsourcing of back office duties.

2) Staff development

Based on the results of training sessions, we strive to define the overarching framework and formulate policies for the Staff Development Plan and training system. Going forward, we would like to clarify the objectives of training and further enhance the content thereof.

(2) Areas for Improvement

Nothing in particular

4. Supporting Resources

- 9(1)-1: Ritsumeikan Asia Pacific University University Regulations (same as Ref. 1-2)
- 9(1)-2: Ritsumeikan Asia Pacific University Student Affairs Committee Regulations
- 9(1)-3: Ritsumeikan Asia Pacific University Career and Job Placement Committee Regulations
- 9(1)-4: Ritsumeikan Asia Pacific University Admissions Committee Regulations
- 9(1)-5: Ritsumeikan Asia Pacific University Faculty Council Regulations (same as Ref. 2-2)
- 9(1)-6: Ritsumeikan Asia Pacific University Graduate School Faculty Council Regulations (same as Ref. 2-3)
- 9(1)-7: "Discussions on the APU2020 Vision, the Ritsumeikan Asia Pacific University Master Plan and the Phase Three Plan"
- 9(1)-8: Ritsumeikan Trust Act of Endowment Bylaws
- 9(1)-9: Ritsumeikan Trust Code
- 9(1)-10: Ritsumeikan Trust Act of Endowment
- 9(1)-11: Work Regulations for the Designated Staff Members of Ritsumeikan Asia

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