

Minutes of the 8th Meeting of the Ritsumeikan Asia Pacific University Presidential Candidate Selection Committee

Date/Time : Tuesday, July7, 2026, 18:00~19:55

Place : Conference Room No.5, 3rd Floor, APU Main Administration Building (attendance also via Zoom)

Attendees:

Presidential Candidate Selection Committee:

Chairperson: ASANO Akito (Vice-President, Executive Trustee)

Members: CHEN Ching-Chang (Professor, College of Asia Pacific Studies)

VYAS Utpal (Associate Professor, College of Asia Pacific Studies)

YOO Bosul (Associate Professor, College of International Management)

FUKUYAMA Kimihiro (Associate Professor, College of International Management)

YOTSUMOTO Yukio (Professor, College of Sustainability and Tourism)

YAMANE Tomomi (Associate Professor, College of Sustainability and Tourism)

JUNG Jonghee (Associate Professor, Center for Language Education)

TSURUHARA Toshiyasu (Associate Professor, Education Development and Learning Support Center)

HINO Satoshi (Deputy Director)

TERAI Toshihiro (Assistant Manager, Outreach& Research Office)

KONGO Rie (Assistant Manager, Outreach& Research Office)

TAKEDA Satoru (Assistant Manager, Office of Institutional Planning)

MATSUGU Junichi (Alumnus)

UWINEZA Celine (Alumnus)

TOMINAGA Yuka (Alumnus)

Dube Tanatsiwa Christabel (Current student, Future Visionary Vice President)

ARAMAKI Junko (Domestic Student Supporters' Association)

Presidential Candidate Selection Control Board:

Chairperson: KIKKAWA Takuro

Members: ACKARADEJRUANGSRI Pajaree

MIYAHARA Kumi

Secretariat : SAMANO Yukiko (Deputy Director, Ritsumeikan Asia Pacific University Administration)

YAMAMOTO Naoki (Manager, Office of Institutional Planning)

KOZURU Kyoko (Staff Member, Office of Institutional Planning)

* Underline: Absentees

Attendance:18 out of 18 members in attendance, quorum established

Signatories of the minutes: VYAS Utpal, YOO Bosul

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Agenda

1. Approval of the minutes of the 7th committee meeting

→Approved.

2. Report on the results of the document screening for publicly recruited candidates

Chairperson Asano provided an explanation regarding the document screening results

- ASANO: In screening candidates who had been both self-nominated and recommended by others, we had requested that submissions clearly indicate whether they were self-nominations or nominations by others. However, in some committee members' evaluations, the distinction between self-nominations and nominations by others was not clear. For this reason, at the discretion of the secretariat, confirmation was sought from committee members whose submissions did not contain this information, and where responses were obtained, the contents were reflected in the aggregated results. On the other hand, it was noted that it would not be appropriate for the secretariat to confirm whether the self-nomination/recommendation notation had been included. It was also pointed out that evaluations lacking any indication of self-nomination or recommendation may be treated as invalid ballots, and the evaluations of the relevant committee member have not been reflected in the aggregated results. Also, if all evaluations that did not indicate whether they were self-nominated or nominated by others are treated as invalid votes, the resulting tally will be as shown in the materials shared on screen.
- Based on the points raised this time, the committee would like to determine whether evaluations for which a response was obtained to the Secretariat's inquiry should be treated as valid votes, or whether all evaluations that did not indicate whether they were self-nominated or nominated by others should be treated as invalid votes.
- FUKUYAMA: I believe there is no problem with the content shown in the materials prepared by the Secretariat.
- TERAI: I think the same as Committee Member Fukuyama.
- DUBE: I believe it is not reasonable to exclude these results from the tally when, with the exception of one committee member, all members indicated for each candidate whether the nomination was self-nomination or nomination by others. Therefore, I believe that it is appropriate to proceed with this matter in the manner indicated in the materials prepared by the Secretariat.
- CHEN: Since this is the same person, I believe that self-nominations and nominations by others should be consolidated.
- MATSUGU: Upon reviewing the materials concerning the individuals who have been nominated through self-nomination and nomination by others, I found that many committee members have ranked the same candidate first or second. For this reason, I do not believe there is a high need to separately tabulate the results of self-nomination and nomination by others.
- ASANO: Although a response regarding the distinction between self-nomination and nomination by others has not been obtained from one selection committee member, responses have been obtained from the other committee members. If there are no objections, we would like to proceed with the selection process based on the aggregated results shown in the materials prepared by the secretariat.
- ASANO: As there are no particular objections, we will proceed with the aggregated results shown in the materials prepared by the secretariat.

3. Recommendation list from the search firm

The search firm reported on the recommendation list for two candidates.

- MATSUGU: Regarding the first candidate, I was left with the impression that this person is aligned with the direction APU aims to pursue. On the other hand, if this person were to assume the

position of President, I would like to ask what risks your company believes APU would face. For example, because the individual concurrently holds many positions, there is the question of whether it may become difficult to devote sufficient time and effort to the operation of APU's university affairs due to business commitments.

Search Firm: Because the individual currently holds various key positions, the point you raised may be considered a risk.

TSURUHARA: Regarding the first candidate, we highly value the fact that they have accumulated extensive experience serving as a top executive in various organizations to date. On the other hand, our institution is a university, and we believe that university management has characteristics that differ from the management of private companies. In light of that point, we would like to ask how you evaluate the candidate's suitability as the head of a university and their compatibility with university management.

Search Firm: I have been told by the individual themselves that, even when they were appointed Deputy Mayor, there were voices asking, "Can someone from the private sector take on an administrative position?" However, in practice, they have a track record of achieving results in such a role. It is true that academia and business corporations differ in organizational characteristics and decision-making processes; however, I believe there are also many commonalities in the sense that both require coordination while cooperating with diverse stakeholders and guiding the organization in a better direction. For that reason, I believe that the management experience they have cultivated to date can be fully applied to university administration as well.

TSURUHARA: What aspects of our university did the first candidate show interest in? Also, what did they say about the future of our university and related matters?

Search Firm: The individual described APU as "one of the universities that will be indispensable in the coming era." The individual also stated that it is a university with the distinctive feature that half of the young people who will support Japan in the future are international students, and that such an educational environment has great significance. On that basis, the individual expressed a strong desire, if given the opportunity, to further develop APU and make it an even better university.

UWINEZA: Regarding the first candidate, from the perspective of supporting international students in securing employment in Japan, how do you believe the experience and network this individual has cultivated to date can be leveraged to deepen ties with alumni?

Search Firm: Experience working both in Japan and overseas, as well as experience in senior positions, can be considered helpful in building good networks and connections for APU.

KONGO: Regarding the second candidate, what was their impression of, or evaluation of, APU?

Search Firm: The second candidate said that they had previously given a lecture for APU students, and that they were strongly impressed by the students' earnest expressions and the high quality of the student's questions. They also stated that, through that experience, they came to have a very favorable impression of APU.

TSURUHARA: Regarding the second candidate, the materials state that they "can contribute to enhancing APU's international presence and to the development of education and research."

I understand that this individual has deep expertise and a strong track record in the financial field, but our university has a diverse range of academic disciplines beyond finance.

Could you explain in what way you believe this candidate can contribute to the development of education and research across the university as a whole under such circumstances?

Search Firm: Although their background is in the financial sector, they have had contact with a wide range of business companies and organizations through overseas assignments, and they have experience engaging in a broad spectrum of fields. In addition, I understand that they earned a master's degree in the field of International Relations in graduate school, and that they have a strong interest not only in the financial sector but also in a wide range of fields, including International Relations and social issues.

TAKEDA: Both candidates are of a certain age. What is their state of health?

Search Firm: Since health condition is a matter related to personal information, detailed confirmation has not been conducted with either individual. However, at present, I have been informed that there are no health issues that would interfere with the performance of duties.

4. Selection of candidates proceeding to the interview screening

Chairperson Asano provided an explanation regarding the selection of candidates to proceed to the interview stage.

FUKUYAMA: As proposed by the Secretariat, it is appropriate to include a total of eight candidates as the subject of the first round of interviews, consisting of the top six candidates based on the document screening results, plus two candidates recommended by the search firm.

HINO: As with Committee Member Fukuyama, I consider a total of eight candidates to be appropriate.

KONGO: It was stated that the maximum number for the first interview is 10, but how many candidates are expected to advance to the second interview?

ASANO: Candidates advancing to the second interview will be ranked after the interviews are completed, and recommendations will be made to the Chancellor based on the results.

In addition, because the number of candidates to be recommended to the Chancellor is defined as "multiple," the number of recommended candidates shall be two or more. Therefore, the number of candidates advancing to the second interview is also two or more.

KONGO: I believe it would also be acceptable to designate a total of eight candidates for the first interview, comprising the top six from the document screening conducted through public recruitment plus two candidates recommended by the search firm. On the other hand, regarding candidates recommended by search firms, considering their backgrounds and the high level of understanding of, and expectations for, our university, it may be possible to select a total of five candidates by adding two recommended candidates to the top three applicants from the public recruitment document screening results.

DUBE: I consider it appropriate to include a total of eight candidates in the first-round interviews, comprising the top six applicants from the document screening results plus two candidates recommended by the search firm.

TSURUHARA: Since two days have been secured for the interview schedule, I do not believe that there is any significant impediment to setting the number of candidates at eight. In addition, at the first-round interview stage, I consider it desirable to keep the options as broad as possible so that a greater number of candidates can be compared and evaluated.

ASANO: For the first-round interview, we would like to proceed by targeting a total of eight

candidates: the top six candidates from the document screening, plus two candidates recommended by the search firm. However, if, as a result of adjusting the interview schedule, it is difficult to conduct interviews with all eight candidates over two days, we would like to flexibly respond by prioritizing and confirming a total of five candidates as the subjects: the top three candidates from the publicly recruited document screening and two candidates recommended by the search firm.

ASANO: For the first-round interview, selection will be conducted for eight candidates. In addition, if it is difficult to respond due to schedule adjustments or similar reasons, it is also decided that selection will be conducted with five candidates as the subjects.

5. Regarding the schedule for the interview selection process and the selection of interview committee members
Chairperson Asano proposed the schedule for the interview screening and the selection of interview committee members.

⇒As a result of coordination within each category, it was decided that, for the faculty category, the faculty committee members would coordinate among themselves and report to the secretariat; that Mr. Hino would serve as the interview committee member for the staff category; and that Mr. Matsugu would serve as the interview committee member for the alumni, students, and domestic student supporters' association categories. (It was later reported that the interview committee members for the faculty category would be Mr. Chen and Mr. Fukuyama.)

6. Interview selection methods and procedure

Chairperson Asano provided an explanation of the evaluation criteria for the interview selection methods and procedure.

KONGO: In the Secretariat's proposal, each committee member is to evaluate the top three candidates out of the eight candidates who will undergo the first-round interview; however, would it be preferable to evaluate eight candidates?

FUKUYAMA: I agree with Committee Member Kongo's opinion.

TSURUHARA: I agree with Committee Member Kongo's opinion.

KONGO: Regarding the questions to be asked on the day, is it correct to understand that the questions listed in the materials as examples are not to be asked to all applicants, but rather that the questions will be selected as appropriate on the spot, based on the applicant's background and the content of the responses given during the interview?

ASANO: That's correct.

ASANO: We would like to use the eight individuals who were interviewed as the subjects of the evaluation.

DUBE: Interview committee members have been selected from each category; however, if a committee member other than an interview committee member has items to confirm with an applicant or proposed questions, is it correct to understand that the interview committee members of each category will consolidate such content and ask the questions on their behalf?

ASANO: Only interview committee members may ask questions of applicants during the interview. Therefore, if a committee member other than an interview committee member has items to confirm with an applicant or matters, they wish to ask about, please make arrangements in advance with the interview committee member of the category to which they belong.